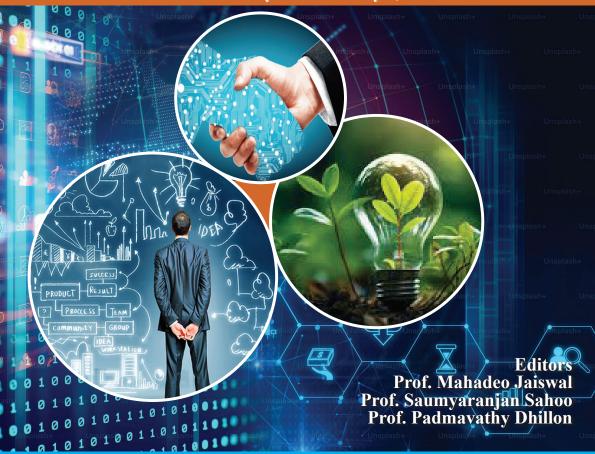नवसर्जनम्-शुचिता-समावेशत्वम्

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INTERNATIONAL MANAGEMENT PERSPECTIVE CONFERENCE (IMPeC-25)

Digitalization, Entrepreneurship, and Sustainability

Dates: January 30 - February 1, 2025

Editors
Prof. Mahadeo Jaiswal
Prof. Saumyaranjan Sahoo
Prof. Padmavathy Dhillon

ABSTRACT BOOK

International Management Perspective Conference 2025

(IMPeC-25)

Digitalization, Entrepreneurship, and Sustainability

Date: January 30 - February 1, 2025

Organized by

नवसर्जनम्-शुचिता-समावेशत्वम्

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Indian Institute of Management Sambalpur

Editor's
Prof. Mahadeo Jaiswal
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Message from the Director

Keeping in line with the vision of Viksit Bharat@2047: Transforming the Nation's Future, the Indian Institute of Management Sambalpur is proud to organize its Annual Flagship Conference, International Management Perspective Conference (IMPeC) 2025. This year, the conference emphasizes the transformative themes of Digitalization, Entrepreneurship, and Sustainability, which are pivotal for shaping the future of management and societal progress.

IMPeC 2025 is designed to unite a diverse array of participants—academicians, practitioners, policymakers, scholars, and students—from various management-related domains. The conference serves as a dynamic platform for knowledge sharing, fostering research collaborations, enhancing institutional pedagogy, and disseminating global business best practices. Through its vibrant sessions, thought-provoking discussions, and engaging activities, we aim to inspire participants and spark potential interdisciplinary and linear collaborations that drive impactful change.

In today's rapidly evolving landscape, three key drivers—Digitization, Decarbonization, and Democratization—are reshaping industries and societies, including the startup ecosystem. Digitization leverages cutting-edge technologies such as AI and block chain to streamline operations and enable data-driven decision-making, although it brings challenges like cyber security. Decarbonization pushes for sustainable practices and green technology adoption to combat climate change, balancing economic opportunities with regulatory demands. Democratization, meanwhile, empowers individuals and smaller entities through access to technology and knowledge, fostering innovation and competition but raising concerns about data integrity. These drivers are interconnected; digitization fuels democratization, and decarbonization benefits from digital advancements. Addressing these complexities requires a holistic approach that blends technology, ethics, and innovation. IMPeC 2025 aims to delve deeply into these critical themes and explore innovative strategies and solutions to shape a sustainable and interconnected future.

Central to the conference agenda is the theme of entrepreneurship focusing on unleashing the potential of forward-thinking ventures to drive progress and prosperity. Additionally, the conference will highlight sustainability, showcasing how cutting-edge technologies and innovative practices can foster sustainable growth and development. By facilitating collaboration and knowledge exchange among diverse stakeholders, this conference seeks to inspire policies, strategies, and initiatives that tackle societal challenges while leveraging opportunities in a digitally connected world.

Ultimately, IMPeC 2025 aspires to shape a brighter future rooted in inclusivity, sustainability, and progress. Through shared expertise and innovative thinking, we aim to pave the way for a more equitable, resilient, and prosperous world. Your active participation in this transformative event will be instrumental in forging a better tomorrow for our interconnected global community.

Warm regards,

Prof Mahadeo Jaiswal

Director
Indian Institute of Management Sambalpur

Preface

We are pleased to present the proceedings of the International Management Perspective Conference (IMPeC) 2025, held on January 30 to February 1, 2025, at the Indian Institute of Management, Sambalpur.

The theme of the conference was dedicated to exploring the transformative themes of **Digitalization, Entrepreneurship, and Sustainability**. These interconnected domains represent the driving forces shaping the future of global business, governance, and society. As the world embraces digital innovation, seeks sustainable solutions, and champions entrepreneurial spirit, this conference has sought to provide a platform for fostering meaningful dialogue, sharing innovative practices, and advancing scholarly and practical knowledge.

Digitalization continues to redefine how organizations operate, creating opportunities for efficiency, innovation, and connectivity. Entrepreneurship fuels economic growth and resilience, serving as a cornerstone for creativity and problem-solving. Sustainability, now an imperative rather than an option, challenges us to reimagine development through responsible resource use, inclusive practices, and a long-term vision. Together, these themes form the foundation of IMPeC 2025, providing insights into navigating complex challenges and opportunities in a rapidly changing global landscape.

This two-volume compilation reflects the conference's focus on these transformative themes. **Volume I** highlights diverse research and ideas on **Sustainability**, addressing critical issues such as sustainable business models, green innovation, and the role of organizations in fostering environmental stewardship. **Volume II** presents cutting-edge contributions on **Digitalization and Entrepreneurship**, exploring topics like digital transformation strategies, entrepreneurial ecosystems, and the intersection of technology with business and society. All papers included in this collection underwent a rigorous peer-review process to ensure academic and practical relevance, showcasing innovative methodologies and emerging trends in these fields.

The event featured dynamic technical sessions, expert keynote addresses, panel discussions, and interactive workshops that encouraged deep exploration of these themes. Through collaborative discussions, participants exchanged perspectives and cultivated ideas aimed at addressing pressing global issues and advancing management practices.

We extend our heartfelt gratitude to the contributors for their exceptional research and insights, which have enriched these proceedings. We also express our appreciation to the reviewers and program committee for their diligence in upholding the quality of this publication. The success of IMPeC 2025 was made possible by the commitment of the organizing team, sponsors, and volunteers, as well as the active participation of attendees who engaged in thoughtful dialogue and meaningful collaboration.

We hope that the ideas and perspectives presented in these proceedings will inspire further research, innovation, and action in the domains of **Digitalization, Entrepreneurship, and Sustainability**, contributing to a more equitable, innovative, and sustainable future.

Sincerely,
The Editors

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TRACK 1: MARKETING PRACTICE AND RESEARCH

An Empirical Study on the Marketing Excellence Practices in Small Food Business

Pratyush Sinha, Satyajit Mahato

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ABSTRACT

Purpose: The goal of this research is to investigate the marketing approaches utilized by SFBs and the influence such approaches have on the business's accomplishments. The research proposes a marketing excellence framework based on the Service-Focused Business (SFB) approach, validates constructs through component analysis, builds linkages through structural equation modeling (SEM), and defines essential performance characteristics.

Methodology: The study considers a variety of factors, including gender, amount of education, years of work experience, employment position, and preferred meals. The individuals who participated in the research worked in the hospitality industry as cooks, servers, and cashiers. Each person had a professional experience ranging from one to ten years. Marketing4.0, Brand Management, Culinary Innovation, User Engagement, and Promotional Strategies are the constructs that are under consideration here. There was a confirmation of the linkages and impacts that SEM has on the effectiveness of organizations.

Findings: The research reveals that Marketing4.0 significantly impacts business performance by increasing user engagement and promoting operations. However, without promotional strategies and user interaction, brand management, Marketing4.0, and Culinary Innovation alone do not enhance operating systems (OS). This underscores the practical implications of these findings for businesses.

Reinforcing Digital Health Engagement: Uncovering Key Determinants Via Comprehensive Literature Insights

Akarsh Mohapatra, Siddharth Misra

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ABSTRACT

Purpose: The study examines factors leading to customer engagement in digital health services, and for this, the digital health engagement framework has been developed. Also, this study identifies critical determinants of engagement, proposes strategies to sustain customer engagement in digital health services, and provides insights for healthcare providers and developers to improve the reach of digital health tools.

Design/Methodology/Approach- An extensive systematic literature review and an exploratory study of the theories that lead to customer engagement toward digital health services is done.

Findings- Three propositions obtained after a systematic review and taking three theories: UTAUT2, the Health Belief Model, and the Engagement Theory. First, individuals' perceptions of health benefits significantly influence engagement with digital health solutions. Second, strategic design prompts for behaviour modification enhances engagement with digital health interventions. Lastly, Contextual factors are essential in sustaining engagement with digital health services.

Originality- The study gives new theoretical model focusing on personalized engagement techniques and contextual factors.

Research Limitations- The model developed in this paper has not been tested empirically and done in Indian context only.

Practical Implications- The study addresses the theoretical gaps in digital health and provide insights for healthcare providers and developers of digital health platforms to improve customer engagement on digital health platforms.

Social Implications- Authorization of individuals to enhance health literacy, reduce inequality in digital health, and promote sustained engagement with long-term behavior change.

Keywords: Digital health engagement, customer engagement, Health Belief Model, Engagement theory, digital health interventions

Ramification of Corporate Social Responsibility in the Context with Consumer behaviour – A Brief Study on the Fashion Industry using the Prisma Framework

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ABSTRACT

The function of Corporate Social Responsibility (also known as CSR) in the fashion business has been the subject of a substantial amount of scholarly investigation in recent years. The sphere of CSR initiatives within the fashion industry has been the subject of investigation for a great number of research projects. After conducting a review of the relevant literature, we discovered that there are not many studies that specifically evaluate the effects of CSR and sustainable practises in the garment business. Examining the existing corpus of research on the influence of CSR on shopping habits within the fashion sector is the primary objective of this particular piece of academic writing. In order to determine the relevant factors, a comprehensive review of the relevant literature is going to be carried out. By utilising a conceptual framework, the purpose of this research is to identify the primary aspects that have been revealed by the examination of the previously published literature. The purpose of this study is to compile the findings of a variety of previous studies that have investigated the influence that CSR has on the shopping habits of fashion consumers.

PRISMA is the approach that was used for this research study in order to conduct the systematic literature review of the previous research studies that were conducted in this domain. The use of this methodology improves the overall quality of the research that was carried out.

The Role of Digital & Social Marketing in sport Tourism Destination

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ABSTRACT

PURPOSE: Sports tourism can promote social, economic and environmental action, it accelerates development and can leave a long-lasting positive legacy. Sports and Tourism are inrrelated and complementary. Tourism marketing aims to promote the business makes it stand out from rivals attract customers and generate brand awarteness.

DESIGN/METHODOLOGY/APPROACH: In the research process, the tourism geography uses traditional geographical methods (observation analysis, synthesis) and specific methods as well. One of the most. commonly used classification of specific methods is the one that focusses on quantitative.

Market Research methods in tourism are customer surveys (intercept surveys, shopper surveys customer satisfaction surveys and exit surveys) Telephone surveys, online surveys, focus group or cluster groups. Simply put, this research method involves investigator existing secondary RTesearch, like- studies and articles in your design area. It's a foundational method that helps you understand current knowledge and identify any gaps think of it like surveying the landscape before navigating through it.

Some common types of research methodology include quantitative research, qualitative research methodology, mixed method research experimental research and case- study research.

FINDINGS: The Researcher conclude that there exists a higher cor-relation dependence of foreign and domestic development of sports tourism on resources allocated for sports infrastructure. Some prominent players in the global sports tourism market include-a) Inspire sport b) BAC sports c) Gullivers sports travel Ltd d) Dream team sports tour e) All sports travel

ORIGINALITY: Sports marketing is distinct from other industry marketing in more about creating experiences for the fans and creating a connection with them where as in other industries, the focus is on selling the product or service.

Tourism is a service an intangible experience is being sold not a physical good that can be inspected before it is bought, because it is a service production and consumption take place at the same time. In manufacturing goods are produced, stored, sold, shipped, and delivered. Innovation in the travel and tourism industry can take many different forms. It essentially refers to the many ways in which businesses and corporations update the experience that customers and tourists have when travelling.

RESEARCH LIMITATIONS /IMPLICATIONS: There is some pros and cons of sports tourism has a wide definition and includes many different types of travel activities. The assumption is that tourism is inherently a good thing for the economy.

Overconsumption brought on by tourism can result in dwindling natural resources. In areas where there is a lack of food & water, this is specially harmful. This might also cause locals to hate tourists who waste the scarce water supply on luxuries.

PRACTICAL IMPLICATIONS: Sports tourism & sports marketing can have many practical implications including: 1) Economic growth 2) Cultural exchange 3) Community engagement 4) Sustainable tourism 5) Destination branding 6) Infrastructure developing.

Through Marketing & promotion efforts, destinations and tourism- related businesses creat a distinct image values and positioning that resonates with the target audience, sets them apart from competitors and evokes positive perceptions ultimately contributing to their success.

SOCIAL IMPLICATIONS: Sport tourism and its Marketing can have both positive and negative social implications:

Positive impacts- Sports tourism can: 1) Increase social capital: sports event can help build a sense of community and pride in the host community and country.

2) Foster well being: Sports can help people live healthier and more active lives, and improve their mental health.

Negative impacts- 1)Increased crime: sports tourism can lead to increased crime, such as prostitution, illegal gambling and drug dealing 2) Cause cultural conflicts: sport tourism can lead to cultural conflicts

3) Cause con congestion: Sports tourism can cause congestion.

Keywords: Tourism destination, Sport marketing, Digitalization, Economic growth, Sustainability, Prostitution, Cultural conflicts, Recognition, Mental health, Host community, Perception, Target audience.

ARTICLE CLASSIFICATION: This is a Research paper. In this Article we shall look at eight of the main types of tourism and also at the classification of the UNWTO (UN's world tourism organization), which divides tourism into three main categories: domestic, inbound and outbound tourism.

Assessing the Impact of Artificial Intelligence on Cosmetic Marketing Strategies: A Systematic Review

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ABSTRACT

The cosmetic industry has witnessed a significant shift in consumer behaviour and preferences, driven by the increasing demand for personalized experiences. The global AI market in beauty is projected to reach $2.8 billion by 2025, driven largely by virtual try-on technologies. Brands like L'Oréal and Sephora have successfully implemented AI tools to allow customers to virtually try on makeup, significantly enhancing the online shopping experience.

Research by Oracle indicates that 80% of businesses plan to use chatbots by 2022. In cosmetics, chatbots assist consumers in finding products and answering queries, improving customer satisfaction and reducing response times. AI-driven content generation tools can create engaging marketing materials, optimizing online presence. A study by Content Marketing Institute found that companies leveraging AI for content generation saw an increase in engagement rates by approximately 20%. By leveraging these AI-powered personalized marketing, businesses now tailor their offerings, interactions, and communications to individual consumers' needs, preferences, and behaviours.

This research delves into *how AI reshapes personalized marketing*, impacting consumer purchasing decisions. *Since it is a working paper series* it examines *selected AI-driven tools* like *virtual face try-on, chatbots, and content generation* and analyses their influence on customer behaviour.

Survey findings indicate a moderate influence of AI on purchasing behaviour. Content generation, virtual face try-on, and chatbots significantly affect consumer purchasing decisions, emphasizing the importance of AI-driven tools in shaping marketing strategies.

The findings offer valuable insights into AI's contribution to personalized marketing in the cosmetics sector, equipping businesses with actionable strategies to enhance customer experiences, boost sales, and encourage innovation in the industry. However, the industry must address challenges such as data privacy and security concerns.

Keywords: Artificial Intelligence, Personalized Marketing, Cosmetic Industry, Virtual Try-ons, Customized Product Suggestions, Consumer purchasing intention.

Turning Impulsive Consumers into Mindful Buyers: Enhancing Consumer Engagement for Craft Store

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ABSTRACT

The handloom and handicraft sector is the 2nd largest income-generating activity in the country (InvestIndia, March 2021). Making and cherishing hand-made products has always been the 'Indian' way, tracing back to the Indus Valley civilization. The Handloom sector is a ₹24, 300cr (FY21) (India Brand Equity Foundation, June 2024) and Handicraft is a ₹30, 019cr industry (FY23) (InvestIndia, March 2021). Craft products are promoted and sold through various online and physical platforms, some owned by private players and some as government undertakings.

Private retailers and designer brands like Fabindia, Anokhi, AND, Okhai deploy modern branding and marketing strategies, in-store experiences and captivating digital touch-points to lure customers and increase the sales. Contrary to this scenario, many government-undertaking craft retail outlets such as Rajasthali, Tantujam and Gurjari, to name a few, still fall much behind the expectations and likability of modern-day consumers. Today, consumers are baffled by the variety of options but severely lack knowledge regarding craft products and are unsure of their authenticity (Kumar and Narayanan, 2022). Extant review of literature revealed a significant dearth of research in the field of consumer behaviour, customer experience management, retail management for craft products. The research explores potential avenues to enhance consumer engagement through Experiential marketing concepts. The aim is to propose strategic solutions for making the government-undertaking craft stores more appealing to consumers. The focal areas of the research are brand identity enhancement, product story-telling, experiential touch-points, strengthening consumer trust, facilitating conscious consumerism and providing visibility to Indian craftspeople and their unique skills. The experiential interventions will enhance the store performance and contribute towards the economic and sociocultural sustenance of the craftspeople. The specific objectives of the research are (1) To design an experiential journey that converts impulsive buyers to mindful aware consumers (in the specific case of government undertaking craft stores), and (2) To identify the prospective impacts of designing customer experience-based craft retail journeys. An exploratory approach was used. Semi-structured interviews were conducted with craft experts and craftspeople to gain their perspectives regarding the experiential transformation of the stores. Craft consumers were also interviewed to assess their craft store experiences; online customer reviews were analyzed. Interview data was analyzed using content analysis. The research derives insights on approaches to acknowledge and celebrate regional craft identity, promote sustainability, maintain craft habitats, and deter craftspeople migration through the design of intriguing touch-points in consumers' retail journeys. Findings propose strategic solutions to enhance customer engagement and ensure the sustainability of Indian crafts and craftsmen.

Evaluating the Effectiveness of Student Engagement via Problem Solving Based Learning and AI Based Learning Methods

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ABSTRACT

Purpose: The primary objective of this research is to assess the effectiveness of student engagement through two learning methodologies: Problem Solving Based Learning (PSBL) and AI-Based Learning. The study focuses on understanding how personality traits, specifically the Big Five traits, influence levels of student engagement across these methods.

Design/methodology/approach: This study employs a descriptive research design, utilizing a structured questionnaire to collect primary data. A sample of 600 students from higher education, particularly within management studies, was surveyed to analyse the relationship between personality traits and engagement across the two learning techniques.

Findings: Both PSBL and AI-Based Learning positively impact student engagement, but AI-Based Learning is found to foster higher engagement levels across diverse personality profiles. AI's adaptive approach provides personalized learning experiences that align more effectively with individual differences, enhancing overall engagement.

Originality: This research presents an original contribution to the field, with no prior duplication or publication elsewhere. It addresses the growing importance of AI in education and highlights its capacity to accommodate varying personality traits, offering fresh insights into personalized learning models.

Research limitations/implications

- The study is limited to higher education, specifically in the management field, excluding insights from undergraduate and postgraduates.

- The sample size of 600 may constrain the generalizability of the findings.

- Variations across different regions and cultures were not considered, limiting the applicability of results beyond the geographical scope of the study.

- The reliability of the data is subject to the honesty and accuracy of self-reported responses, which may introduce biases.

- The focus on management education may restrict the findings' relevance to other academic disciplines, limiting cross-disciplinary implications.

Practical implications

- Higher education institutions, particularly in management, can leverage the findings to enhance their curriculum by integrating AI-based learning strategies that cater to students' personality profiles, thus boosting engagement.

- Corporate training programs can apply AI-driven models to personalize learning, increasing employee engagement and retention by aligning training with individual traits.

- The research underscores the transformative role AI will play in the future of education, providing a roadmap for institutions aiming to adopt more personalized and adaptive learning environments.

Social implications

- Although the focus is on higher education, AI-based personalized learning approaches could be extended to primary and secondary education, enhancing traditional classroom methods.

- By encouraging creativity, personalized learning pathways, and deeper engagement, AI-based learning can significantly improve educational outcomes for learners at all levels, helping to address diverse needs and foster inclusive education.

Harnessing Innovation and Social Responsibility: Strategies for Integrating Sustainability into Business Models

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ABSTRACT

Purpose: The primary objective of this research was to investigate how sustainability can be effectively integrated into business models, emphasizing the roles of innovation and social responsibility in entrepreneurship. As global challenges such as climate change and social inequality become more pressing, businesses are increasingly recognizing the need to adopt sustainable practices. This study aimed to identify strategies that entrepreneurs can employ to align their business goals with sustainability, thereby creating value for both their organizations and society.

Design/methodology/approach: To achieve this objective, a qualitative research approach was utilized, involving in-depth case studies of various entrepreneurial ventures that successfully integrated sustainability into their business models. The research included interviews with founders and key stakeholders to gather insights into their experiences, motivations, and challenges faced during the integration process. Additionally, a thorough analysis of existing literature on sustainability, innovation, and social responsibility was conducted to frame the findings within a broader context. By examining these real-world examples, the study aimed to highlight effective strategies and best practices that can guide other entrepreneurs in their sustainability journeys.

Findings: The key findings suggest that successful integration of sustainability into business models often relies on a combination of innovation and social responsibility. Many entrepreneurs reported that innovative practices, such as the development of eco-friendly products and sustainable supply chains, not only enhanced their competitive advantage but also appealed to environmentally conscious consumers. Furthermore, the research found that social responsibility initiatives, such as community engagement and fair labor practices, played a crucial role in building brand loyalty and trust among customers. Entrepreneurs who effectively communicated their commitment to sustainability and social responsibility were better positioned to attract a dedicated customer base and foster long-term relationships. The study also highlighted several challenges entrepreneurs face when integrating sustainability into their business models. These challenges include limited access to resources, a lack of knowledge about sustainable practices, and resistance from stakeholders who may prioritize short-term profits over long-term sustainability goals. Despite these challenges, many entrepreneurs demonstrated resilience and adaptability, often finding innovative solutions to overcome obstacles.

Originality: This research contributes to the existing literature by providing a unique perspective on the intersection of sustainability, innovation, and social responsibility in

entrepreneurship. While previous studies have often focused on individual aspects of these themes, this study aims to create a comprehensive framework that highlights their interconnectedness. By synthesizing insights from various entrepreneurial ventures, the research emphasizes the importance of viewing sustainability not just as an add-on but as a core component of business strategy. This originality lies in the holistic approach taken, offering a nuanced understanding of how these elements can work together to drive entrepreneurial success.

Research limitations/implications: The study has certain limitations that should be acknowledged. One limitation is the focus on a select number of case studies, which may not represent the diverse landscape of entrepreneurship across different industries and regions. Additionally, the qualitative nature of the research means that the findings may not be generalizable to all entrepreneurial ventures. Future research could expand the scope by including quantitative analysis to validate the findings and assess the impact of sustainability integration on business performance more broadly. Moreover, exploring the role of government policies and regulations in promoting sustainable entrepreneurship could provide valuable insights for future studies.

Practical implications: The findings from this research offer several practical recommendations for entrepreneurs and business leaders. First, organizations are encouraged to embed sustainability into their core business strategies rather than treating it as a peripheral concern. This can involve assessing the environmental and social impacts of their operations and making necessary adjustments to align with sustainability goals. Second, fostering a culture of innovation is crucial. Entrepreneurs should encourage creative thinking and experimentation within their teams to identify new ways to enhance sustainability. Additionally, building partnerships with other organizations, such as non-profits and community groups, can help entrepreneurs leverage resources and expertise in sustainability practices. Engaging with stakeholders, including customers and employees, can also provide valuable feedback and insights, helping businesses to refine their sustainability initiatives.

Social implications: The research has significant social implications, as integrating sustainability into business models can lead to positive outcomes for society as a whole. By prioritizing social responsibility and sustainable practices, entrepreneurs can contribute to addressing critical global challenges, such as environmental degradation and social inequality. This commitment to sustainability not only benefits businesses but also creates a positive impact on communities and the environment. As more entrepreneurs adopt sustainable practices, they can inspire a broader movement toward responsible business, influencing industry standards and consumer expectations.

Keywords: Sustainability, business models, innovation, social responsibility, entrepreneurship, eco-friendly products, community engagement, brand loyalty, sustainable supply chains, entrepreneurial resilience.

Productive Efficiency in the Technology-Based Services Sector in an Emerging Market Economy: An Analysis of the Indian IT & ITeS Sector

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ABSTRACT

Purpose: The aim of this research is to assess the productivity of the Indian IT and IT-enabled Services sector, determine the returns to scale (RTS), and analyze the factors that affect the productivity and response of these firms to challenges such as the global financial crisis (GFC).

Design/methodology/approach: This study utilizes a balanced scorecard framework to identify proxy variables for the inputs and outputs of a sample of firms in India's information technology and IT-enabled services sector. It uses these variables and an additive data envelopment analysis (ADD-DEA) model to identify and analyze the inefficiency of these firms along with their returns to scale.

Findings: The study reveals that many of these sample firms could have been more efficient. Moreover, those that were efficient are mostly operating under decreasing returns to scale. The research also identified the characteristics of firms that influence efficiency.

Originality: This research represents the first empirical application of the ADD-DEA model (to the best of our knowledge). It is also the first application of the only theoretical model to obtain qualitative information about RTS from the primal form (and explain the factors governing RTS).

Research limitations/implications: The research is based on a sample of 74 firms from the Indian IT and ITeS sector throughout 2006 and 2019.

Practical implications: It helps to identify policy implications

Social implications: The research also helps to understand how firms catering to global markets should adapt to global challenges for sustenance..

Keywords: DEA; RTS; Indian Information Technology; Financial Crisis; COVID-19

Driving Toward a Sustainable Future: Integrating the Theory of Planned Behavior in Electric Vehicle Adoption and Willingness to Pay for a Green Economy

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ABSTRACT

Purpose- The primary purpose of this research paper is to explore the factors influencing consumer attitude and adoption intention of electric vehicles (EVs), along with willingness to pay. The research also investigates the mediation effect of affective attitudes and adoption intentions on willingness to pay for electric vehicles in India. By exploring these mediation effects, the study aims to elucidate the pathways through which consumer perceptions and behavioral intentions translate into actual financial commitments towards sustainable transportation.

Design/methodology/approach- The rationale of this research is to investigate the factors that significantly influence Indians' willingness to pay for EVs. The modified theory of planned behaviour lays the foundation of the conceptual model. Data was collected from Delhi NCR, India and analyzed by using statistical software IMB SPSS 24.0 and AMOS 25. The model is statistically tested at two levels: direct path influence of determinants (subjective norm, personal moral norms, and perceived knowledge) on willingness to pay, mediation effect of affective attitude and adoption intention on the hypothesized relationships.

Findings- The findings of the study showed that all of the elements that were examined directly influenced affective attitude, adoption intention, and willingness to pay, with the exception of perceived knowledge and personal moral norm which had no significant relationship with affective attitude, and willingness to pay. Also, affective attitude has no direct impact on adoption intention. In addition, there was a partial mediation effect of both affective attitude and adoption intention on the relationship between all measures and willingness to pay among peoples.

Research limitations/implications- The generalizability of the findings may be limited due to the narrow sample territory and the younger demographic of the participants. However, younger cohorts, particularly millennials, exhibit a greater propensity for adopting innovative technologies, such as electric or carbon-neutral vehicles. This research advocates for marketers and manufacturers to craft policy interventions and strategies that not only aimed at augmenting the demand for electric vehicles in emerging markets but also emphasize sustainability. By focusing on sustainable practices and products, companies can align with the values of this demographic and drive greater adoption of environmentally friendly transportation options. Additionally, it provides sound advice on how to build marketing plans that

will cater to the actual needs and desires of consumers of electric vehicles in the future.

Orignality/Value- The transition to electric vehicles represents a transformative pathway towards achieving a sustainable economy. By reducing emissions, enhancing energy security, fostering technological innovation, and supporting renewable energy integration, EV adoption not only addresses environmental challenges but also stimulates economic growth and enhances societal well-being in the pursuit of a greener future. Electric vehicles (EVs) possess the capability to considerably cut carbon emissions from vehicle that contribute to climate change and lead toward more sustainable economy. Even with their enormous potential, still they have a small market share, thus further research is needed to determine what attributes might motivate customers to be more willing to pay for and their adoption intention for EVs. The study offers the integration of the theory of planned behavior with additional constructs of perceived knowledge. By combining these elements, the study offers a comprehensive understanding of the factors influencing consumer attitudes and intentions towards adopting EVs. This approach not only extends the traditional theory of planned behavior but also highlights the crucial roles of consumer knowledge and the sustainability aspects of EVs, providing valuable insights for policymakers, marketers, and manufacturers aiming to promote sustainable transportation solutions in an emerging economy like India.

Keywords: Electric vehicles, Adoption intention, Attitude, Mediation, Willingness to pay, sustainable transportation.

Towards Sustainability: An ISM and MICMAC Analysis of Influencing Factors of Mindful Consumption

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ABSTRACT

Purpose: The current consumption pattern of consumers has worsened the environment and social well-being globally. Consumers must be mindful of their consumption behaviour, paving the way towards sustainability. In this context, the current study investigates the factors influencing mindful consumption.

Methodology: In the first research phase, the influencing factors are extracted through an extensive literature review and expert opinion. Then, the study utilizes interpretive structural modelling (ISM) and MICMAC analysis to develop the hierarchical paradigm and contextual relationship among factors influencing mindful consumption.

Findings: This study identifies thirteen factors influencing mindful consumption and categorizes them into linkage, autonomous, dependent and independent. Most of the variables fall into the linkage zone, which states that these factors can influence the others and can also be influenced. These variables demand rigorous assessment and systematic action planning.

Research limitations/implications: The main influencing factors have been formed using expert opinions, which could impact the study's findings due to subjectivity bias.

Practical implications: The outcome of the study would be beneficial to society, consumers, policymakers, researchers and practitioners who aim to promote sustainability and encourage mindful consumption, which would prevent the further deterioration of the environment, society, and consumers.

Originality: This study solicits substantial value for the body of knowledge by highlighting the main influencing factors of mindful consumption and interrelating them using ISM and MICMAC analysis.

Keywords: mindful consumption, sustainability, Interpretive structural modelling (ISM), MICMAC analysis, influencing, factor

The Impact of In-Game Advertising in Shaping Purchase Intention: The Role of Intrusiveness and Immersiveness in Building Brand Awareness

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ABSTRACT

Purpose: The purpose of this research is to find the influence of in-game advertising (IGA) on purchase intention by testing the impact of variables such as informativeness, interactivity, intrusiveness, irritation, personalization, and privacy concerns through mediating variables such as brand awareness and attitude. In the last decade, the gaming industry has grown, and the use of in-game ads has become more prevalent. It is crucial for marketers to understand how these variables impact consumer behavior. Further, the research assesses how this in-game advertising has an impact on purchase intention.

Design/Methodology/Approach: The research uses a quantitative approach to study the impact. A questionnaire is circulated online to collect data from online gamers regarding how they perceive the advertisement while playing. Structural Equation Modeling (SEM) is employed to analyze the relationship between the variables and their influence on purchase intention through brand awareness and attitude as the mediating variables. The study is designed to evaluate the causal impact of in-game advertising on purchase intention through the above variables.

Findings: The research findings will show that informativeness, interactivity, and personalization positively impact brand awareness and attitude, which leads to building positive purchase intention towards the advertisement, while irritation, intrusiveness, and privacy concerns have a negative influence. Brand awareness and attitude are used to show the significant mediating relationship between these variables on purchase intention. The findings highlight that an in-game advertisement has the potential to be highly effective if careful attention must be paid to the ad's format and its impact on the user experience, i.e., it is made less intrusive and more interactive and informative.

Originality: The research provides new insights into the positive effect of IGA by incorporating factors related to users' experiences (informativeness, interactivity, and personalization) and the negative effect that concerns irritation, intrusiveness, and privacy on purchase intention. The earlier research lagged in showing the impact of in-game advertisements on purchase intention. It adds to the existing literature by highlighting the mediating role of brand awareness and attitude in shaping purchasing intention. Previous research has examined the impact of these variables in isolation, but this research integrates them to provide a more holistic understanding of their combined impact of in-game advertisement on brand awareness, attitude, and purchase intention.

Research Limitations/Implications: The study limits its focus on a single geographical region, which may limit the generalizability of the findings, and the study concentrates on gamers who are already familiar with in-game advertising and might have created their perception towards it. Further research could expand its scope by exploring cross-cultural differences on the impact of in-game advertisements across different gaming genres.

Practical Implications: Marketers can use the findings of this research to enhance the effectiveness of IGA by focusing on improving informativeness, interactivity, and personalization while minimizing intrusive elements. Attention to privacy concerns may provide marketers with an edge for maintaining consumer trust and optimizing brand awareness.

Social Implications: The study emphasizes the ethical concerns of in-game advertising, particularly regarding intrusiveness and privacy, which can lead to more socially responsible marketing strategies within the gaming industry.

Building Trust: Understanding Consumer Perception of Online Review Helpfulness

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ABSTRACT

Purpose: This study investigates the key factors that build consumer trust in online reviews. With the continuous growth of online shopping, understanding how consumers perceive the helpfulness of reviews is essential for businesses aiming to enhance customer experience and engagement. The research identifies the specific attributes within reviews that enhance their perceived trustworthiness.

Design/methodology/approach: We employed a qualitative research approach, conducting in-depth interviews with 30 frequent online shoppers aged 25-45 across major e-commerce platforms such as Amazon and Flipkart. Through thematic analysis of their experiences and opinions, we revealed the underlying elements that consumers consider when determining the helpfulness of a review.

Findings: The findings indicate that the structure, clarity, and specificity of a review significantly impact its perceived helpfulness. Consumers value reviews that are well-organized, detailed, and provide clear, first-hand insights into the product's performance. The inclusion of both positive and negative aspects, supported by concrete examples or evidence (e.g., photos), enhances trust. Additionally, the credibility of the reviewer—indicated by verified purchases and comprehensive reviewer profiles—and the relevance of the review to the consumer's needs contribute substantially to building trust.

Originality: By qualitatively examining consumer trust in online reviews, this research uncovers nuanced insights into consumer behaviour that quantitative methods may overlook. The in-depth exploration of consumer experiences offers a fresh perspective on how specific review attributes influence trust and decision-making in digital marketplaces.

Research limitations/implications: The study is limited by its focus on a specific demographic and a select number of e-commerce platforms. Future research could expand by incorporating more diverse consumer groups, additional online platforms, and different types of products or services to generalize the findings further.

Practical implications: The results provide practical guidance for businesses aiming to optimize their online review systems. By encouraging detailed, structured, and transparent reviews, companies can enhance the trustworthiness of their platforms, boost consumer confidence, and drive more informed purchasing decisions.

Social implications: Improved online review systems contribute to more transparent and trustworthy digital marketplaces, fostering better consumer experiences and promoting ethical business practices.

Keywords: Online reviews, consumer trust, review helpfulness, qualitative research, thematic analysis, digital marketing.

Humanoid Meets Tourism: Investigating the Role of Virtual Influencers in Shaping Tourists' Behavioural Intentions

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ABSTRACT

Purpose: With the increasing prevalence of artificial intelligence (AI) in digital marketing, this study seeks to investigate the role of virtual influencers (VIs) in the tourism industry. Virtual influencers, AI-driven entities designed to engage audiences, are gaining popularity, but their influence on consumer behaviour—specifically tourists' behavioural intentions—remains underexplored. The study aims to bridge this gap by examining how VIs, through various source factors and media richness, engage users and subsequently affect their intentions to travel. By applying established theories such as the uncanny valley, source credibility, media richness, parasocial interaction, user engagement, and Lasswell's communication model, the research provides a comprehensive framework for understanding the unique dynamics of VIs in tourism marketing.

Design/methodology/approach: Constructs and sub-constructs from various theoretical frameworks were meticulously selected, and a detailed questionnaire was developed. This questionnaire underwent pilot testing and pre-testing, with subsequent modifications made to enhance its validity. The final survey was distributed to the target population via Google Forms and intercept surveys using convenience sampling. The sample comprised of 212 respondents from North India. Structural Equation Modeling (SEM) was employed to rigorously test the relationships between key variables.

Findings: The analysis reveals that source factors, such as the perceived expertise and credibility of virtual influencers, do not have a statistically significant impact on user engagement. This suggests that tourists may not view VIs as credible sources of information, which aligns with the uncanny valley theory—where humanoid robots or AI-driven entities evoke feelings of unease. Conversely, media richness, defined as the ability of VIs to deliver engaging and interactive content across multiple channels, significantly influences user engagement. Engaged users are more likely to develop a connection with the VI, leading to a stronger intention to act on the information presented, such as booking a trip. Additionally, the study finds that tech adoption moderates this relationship, with early adopters of technology showing a higher likelihood of converting engagement into tangible actions.

Originality: This study is pioneering in its application of theoretical frameworks to virtual influencers in the tourism context. While much of the existing literature focuses on human influencers, the role of AI-powered VIs has been underexplored, particularly in the tourism industry. By synthesizing multiple theoretical perspectives—such as source credibility and parasocial interaction—the study sheds light on how VIs

challenge traditional notions of influence and authenticity. Moreover, the exploration of the uncanny valley theory in the context of VIs offers novel insights into consumer scepticism regarding AI-generated content. This research fills a significant gap in the literature by highlighting the distinct role VIs can play in tourism marketing, compared to their human counterparts.

Research limitations/implications: The study's findings are limited by the sample size and its focus on early tech adopters, primarily younger audiences. This restricts the generalizability of results, emphasizing the need for broader studies involving more diverse populations. Additionally, the research solely examines anthropomorphic virtual influencers (VIs), overlooking zoomorphic VIs, which are gaining popularity. Unlike humanoid VIs, zoomorphic ones may not face the same issues of trust and expertise. Future studies should explore consumer behaviour toward zoomorphic VIs and conduct comparative analyses between humanoid and zoomorphic VIs, particularly across industries like fashion and retail, and in cross-cultural contexts. Longitudinal research will also help track shifting consumer attitudes as AI technologies evolve.

Practical implications: For tourism marketers, the findings emphasize the importance of designing VIs with a high degree of media richness to foster user engagement. Given that source factors such as credibility are less impactful, marketers should focus on creating visually appealing, interactive, and content-rich experiences to captivate audiences. Developers of VIs should consider employing a clear strategy to differentiate VIs from human influencers, such as using unique visual styles, behind-the-scenes insights into their AI nature, and transparency about their artificial origins. By doing so, they can address the authenticity gap and build trust among users, making VIs more effective in influencing tourists' behavioural intentions.

Social implications: As virtual influencers become a fixture in digital marketing, they raise important social and ethical questions about authenticity, trust, and the nature of influence. This study suggests that while VIs are perceived as engaging, their lack of perceived expertise may hinder their full acceptance by consumers. The research highlights the broader societal implications of AI-driven influencers, including the potential erosion of trust in digital content. As VIs challenge traditional norms around human interaction and authenticity, ongoing ethical considerations will need to be addressed, particularly in terms of transparency, consumer protection, and the psychological impact of AI-generated entities on human behaviour.

Keywords: Virtual Influencers, Influencer Marketing, Tourism, User Engagement, Social Media, Behavioural Intention

Rural Marketing: Innovative Strategies to Connect with Rural Consumers

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ABSTRACT

The definition of rural marketing according to Philip Kotler, the father of modern marketing, is "the process of planning, executing, and promoting the distribution of agricultural inputs, produce, and rural products and services to create an exchange that satisfies individual and corporate objectives." Companies need to tailor their products to the demands and preferences of their rural customers. Products are modified in accordance with the regional market in order to draw in more clients. Distribution networks are important for every kind of marketing, not just rural marketing. It is imperative for businesses to ensure that their products are distributed to rural consumers through an efficient and effective network that has the lowest default rate. Acceptability, affordability, availability, and awareness—the four "A's" model— comprise all of the four "P"s marketing mix model components that are viewed from the perspective of an organisation.

The rural market is both very large and highly varied. Farmers, craftspeople, small company owners, and other rural customers make up this audience. Given their lower incomes than their urban counterparts, the rural consumers in this instance are price-sensitive customers. Given that more than 70% of Indians live in rural areas, the country has a sizable and diverse rural market. As a result, rural marketing is now an essential component of business marketing plans. There are many untapped markets in rural areas that may be served. The rural market has a great deal of potential for growth because the residents there are not aware of the applications for certain products. The demand will rise dramatically if they receive the proper education. Since there is still room for growth, there is not much competition in the rural market. For the businesses, this could be a great opportunity to enter and dominate the market. We highlight this unrealised potential in our review by providing insights into a range of approaches and case studies which include Coca-cola, HUL, ITC etc.

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Delineating the Impact of Excessive Use of Social Media on Financial Well-being: Exploring Financial Social Comparison and Impulse Buying as Mediators, Spirituality as Moderator

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ABSTRACT

Purpose: The purpose of this study is to investigate the impact of excessive social media use on financial well-being, grounded in the frameworks of social cognitive theory and social comparison theory. It examines how social comparison, driven by the frequent exposure to idealized lives on social media, and impulse buying, influenced by comparison and online consumer behavior, mediate this relationship. Additionally, the study explores the moderating role of spirituality, which may buffer the negative effects of social comparison and impulse buying. By addressing these factors, the research aims to deepen our understanding of consumer behavior and financial well-being in the increasingly digitalized world.

Methodology: This study was designed to comprehensively examine the impact of excessive social media use on financial well-being. To achieve this, a standardized 39-item questionnaire was developed, addressing variables related to social media use, social comparison, impulse buying, spirituality, and financial well-being. The questionnaire was distributed using purposive and snowball sampling methods to ensure a diverse and relevant participant pool, targeting individuals aged 24-35. A total of 471 respondents were included, all of whom spent a minimum of 3 hours daily on social media platforms. For data analysis, Structural Equation Modelling (SEM) was employed using AMOS software version 24. SEM was chosen due to its ability to assess complex relationships between latent variables and test the hypothesized model, including mediation effects. Additionally, moderation effects were examined using the Process Macro 4.2 in SPSS, focusing on Model 1 to assess the moderating role of spirituality in the relationship between financial social comparison and impulse buying.

Findings: The results reveal that excessive social media use has a detrimental effect on financial well-being while intensifying financial-social comparison. Individuals who spend more time on social media tend to compare their financial situation with others, leading to increased impulse buying as a coping mechanism. This impulsive buying behavior negatively impacts financial well-being by promoting unplanned and excessive spending. Additionally, spirituality plays a significant moderating role in the relationship between financial social comparison and impulse buying. Higher levels of spirituality weaken the link between social comparison and impulsive s, suggesting that spiritual practices may reduce susceptibility to material-driven impulses.

Implication: The study emphasizes the importance of targeted interventions to mitigate the adverse effects of excessive social media use on financial well-being. It calls for psychological awareness campaigns and comprehensive financial education in educational and professional settings. Ethical banking practices are also recommended to prevent unsustainable debt caused by impulsive buying influenced by social media. Marketers are encouraged to prioritize authenticity to combat unrealistic portrayals that encourage impulsive spending. Additionally, implementing mindfulness training is suggested to reduce the impact of financial social comparison on impulse buying and promote overall financial health.

Originality: This study enhances our understanding of how excessive social media use affects financial well-being through the financial social comparison and impulse buying. Additionally, it examines how spirituality moderates the negative effects of impulse buying on financial well-being, offering insights into promoting healthier financial behaviours in the digital age.

Keywords: Social media, Excessive use of social media, Financial social comparison, Impulse buying, Financial well-being, Spirituality

Impact of Storytelling on Consumer Behaviour

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ABSTRACT

Purpose: This study aims to examine the influence of storytelling on consumer behaviour: purchase decisions, brand loyalty and emotional engagement – and using these insights for brand development in the digital era. For this study, BournVita was chosen due to its strong legacy and emotional brand connection, driven by storytelling, offering valuable insights into evolution of brand and consumer loyalty in the digital age.

Methodology: For conducting this study, Zaltman Metaphor Elicitation Technique (ZMET) was chosen as the research methodology. This method was ideal for the study because this technique uncovers deep, subconscious consumer insights, making it perfect for exploring emotional and sensory connections with a brand. A purposive sample of participants was selected focusing on emotional and cognitive connection to the brand through imagery and sensory metaphors.

Findings: The study revealed that storytelling fosters strong emotional bonds, with the themes of nostalgia, comfort, and accomplishment being at the centre. Storytelling helps position a product in manner such that consumers may associate it with childhood memories, family bonding, self-expression, and accomplishment etc. Such associations strengthen brand loyalty and increase purchase intention.

Understanding the sensory elements of taste, aroma and texture etc brought about the insights that such elements when present in storytelling can reinforce comfort and reliability. This emotional resonance contributes to higher brand recall and advocacy, making storytelling a vital tool for brand growth and competitive differentiation.

Storytelling in the digital age can be leveraged through online channels of communication for brand building via high levels of personalization.

Originality: The use of ZMET offers a novel method to decode deep-seated consumer emotions and associations. This research provides new insights into how sensory and narrative elements in brand storytelling influence consumer decision-making and loyalty, filling a gap in empirical studies focused on Indian brands.

Research limitations: This study explores only one brand: BournVita. The insights from this can be applied to market counterparts. The future research can explore the applicability of the findings across diverse consumer groups and product categories.

Practical implications: Brand storytelling transforms a mere product into a compelling narrative forging deep emotional connections that resonate with consumers and inspire loyalty. As storytelling increases brand association it helps in building brand recognition and brand recall.

In today's digital age, brands like BournVita can use personalized storytelling, influencer marketing (dieticians, mom influencers, pediatricians, etc), UGC consistently across all social media platforms. Further, use of brand colours and tagline according to the branding guidelines while developing content can help such brands build advocacy.

Innovative interactive digital experiences using AR/VR to create experiences such as virtual family breakfast movements and play time can increase brand recall. Further, gamification strategies offering rewards and incentives can also be used for digital engagement further enhancing interactions.

Sensory marketing can also be leveraged by brands to increase recall and recognition.

Specific to brands like BournVita, exploring the area of brand extension, they can develop products that cater to the age of 20 – 35 years. Products which are protein-based, having less calories and sugar, with flavours that appeal to this age group can be developed. This segment can be tapped as a nostalgic element associated with the brand.

In the Indian market, brands like BournVita are more than just a drink – most households use the product in multiple ways like making cakes, cookies, sweets etc. Brands can leverage this insight while developing advertisements.

Social implications: Effective brand storytelling fosters a sense of belongingness and shared cultural values among consumers, contributing to community-building and collective identity formation.

Keywords: Storytelling, Consumer Behaviour, Brand Loyalty, Purchase Intention, ZMET, Sensory and Emotional Appeal, Brand Perception, Brand Extension, Marketing Strategy, Brand Recall, Brand Advocacy.

Artificial Intelligence and Sustainability in the Fashion Industry: A Systematic Literature Review

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ABSTRACT

Fashion's landscape is dynamically transforming through the creation of consumer involvement in fashion. Where collaborative designs continuously elevate product quality and industry standards. This approach enables brands to create a more personalized and responsive product experience. Artificial intelligence is pervasive across all sectors, from the initial concept to the final delivery of fashion products. It is helping the fashion industry to acquire real and valuable data and it enables brands to deliver individualized and enhanced offerings.

This literature review attempts to find the adoption of AI and how AI is helping companies in different processes from relevant studies. For this research, relevant articles related to artificial intelligence, fashion, and sustainability are identified from Scopus.

The purpose is to explore technological adoption, sustainability in the fashion industry, and its impact on the customer experience. The emergence of different technologies like recommendation engines, virtual stylists, VR, and AR revolving around businesses and empowering fashion brands.

Keywords: Artificial Intelligence, Fashion Industry, Consumer Experience and Sustainability.

The Role of Storytelling in Social Media Ads: Impact on Brand Perception and Consumer Trust

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ABSTRACT

Purpose: With the increasing popularity of ephemeral content on platforms like Instagram and Facebook Stories, storytelling has emerged as a powerful marketing tool to capture consumers' attention. This study explores the quantitative impact of storytelling in social media ads, focusing on how narrative-driven content influences brand perception, emotional engagement, and consumer trust.

Design/methodology/approach: A quantitative research design was employed, utilising a cross-sectional survey to collect data from 270 active Instagram users. Participants were randomly shown either storytelling-based or traditional static ads. Data on brand perception, emotional engagement, and purchase intentions were collected using a Likert-scale survey. Statistical analysis, including ANOVA and regression, was conducted to evaluate the relationship between storytelling in ads and consumer responses.

Findings: The study found that storytelling-based ads resulted in a statistically significant improvement in brand perception and emotional engagement compared to static ads. Additionally, a positive correlation was observed between emotional engagement with storytelling ads and increased consumer trust and purchase intentions.

Originality: This research contributes to the growing field of social and digital media marketing by providing quantitative evidence on the effectiveness of storytelling as a marketing tool. The study emphasises the importance of narrative-driven content in shaping brand perception and offers a comparative analysis of storytelling and traditional advertising methods.

Research limitations/implications: The study is limited to Instagram, which may not represent other social media platforms. Future research could expand the scope to include additional platforms and investigate the long-term effects of storytelling ads on customer loyalty and brand advocacy.

Practical implications: The findings provide valuable insights for marketers seeking to optimise their digital ad strategies. Brands can use these results to craft more engaging, emotionally resonant content that enhances customer interactions and drives purchase behaviour across digital channels.

Keywords: Storytelling, Social Media Marketing, Instagram Stories, Facebook Stories, Brand Perception, Emotional Engagement, Consumer Trust, Digital Advertising, Ephemeral Content, Narrative-Driven Ads

Bottom of the Pyramid Marketing Strategies; Comparative Analysis of Consumer Behaviour of Different Products

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ABSTRACT

Purpose: This paper explores the **marketing strategies** employed for **Bottom of the Pyramid** (BoP) consumers by comparing successful and failed products across various case studies. With a focus on both developing and developed markets, the study analyzes how pricing and **social perception** influence consumer buying behavior in BoP segments. BoP consumers, often characterized by their resource constraints display unique cognitive and behavioral traits that shape their purchasing decisions. The study draws on multiple models and extends these frameworks by incorporating elements like personalization, trust, and adaptability to better meet the needs of BoP consumers.

Successful products in BoP markets have shown that localized and simplified marketing strategies, particularly those involving community engagement and taking into account local legitimacy contexts (LCs), are more effective at overcoming institutional barriers.

Companies that tailored pricing and distribution channels to BoP consumers' financial limitations succeeded, while those that failed often misunderstood local social and economic dynamics, leading to misaligned pricing, poor communication, and ineffective supply chains.

This paper also examines **consumer behaviors**, particularly in the context of apparel purchasing, where factors like trust, and perceived awareness play a significant role. The study suggests that firms targeting BoP consumers should focus on building trust, providing clear information, and offering products at affordable prices without compromising on quality. The findings provide valuable insights for multinational companies and local entrepreneurs looking to establish sustainable business models in BoP markets.

Methodology: This research utilizes a **secondary data** approach, drawing from credible, pre-existing sources including published research papers, industry reports, and case studies on BoP marketing strategies. The focus is on understanding **consumer behavior** and the effectiveness of marketing strategies for existing products across diverse industries. After analyzing successful BoP marketing efforts in India, with an emphasis on case studies. This helps us assess how these strategies could be adapted to other emerging markets and products.

By reviewing these sources, we identify patterns in **pricing, consumer perception, and purchasing behavior,** which are then compared across successful and failed

products. This method ensures a comprehensive analysis grounded in validated research while offering fresh insights on how companies can modify proven marketing frameworks to suit new products in BoP markets.

Practical implications of the study: This study offers several practical implications for companies targeting BoP markets by highlighting the importance of understanding **localized consumer behavior** and the need to tailor pricing strategies, product offerings, and marketing messages to align with the socio-economic realities of BoP consumers.

The findings emphasize that **simplified and adaptive supply chain models**, which account for limited infrastructure and distribution channels, are critical to ensuring product accessibility and long-term success in BoP markets. Businesses building focus on **affordability without compromising quality**, as pricing significantly influences purchasing decisions in resource-constrained environments.

Social implications: This study offers key insights by understanding and addressing the unique needs of BoP consumers, companies can develop products and services that cater to essential needs contributing to poverty alleviation.

The research also emphasizes the role of ethical marketing practices in preventing exploitative consumer behavior, ensuring that products marketed to BoP consumers do not push them into debt or neglect basic necessities. Companies that prioritize sustainable and responsible marketing can help build consumer trust, promote financial literacy, and create positive societal change that enhance the well-being of BoP communities.

Limitations and gaps: The comparative study of marketing strategies for BOP consumers has several limitations. BoP markets are diverse, and success strategies in India may not necessarily translate into success in other regions, necessitating additional cross-country studies to validate the findings. While the 8As framework provides a comprehensive structure, its effectiveness and applicability to various contexts have yet to be tested. The study is limited to specific case studies from India, and the framework requires further investigation in other regions and industries to determine its broader relevance. There is little research into how the various elements of the 8As framework interact across different company types. This lack of in-depth analysis of the interrelationships between the elements limits our ability to fully understand how they work together to drive success in BoP markets.

The study's emphasis on urban BoP consumers limits its applicability to rural or other international BoP segments. Rural consumers' behavior and preferences in these markets may differ significantly from their urban counterparts, necessitating additional research to apply these findings to diverse settings and better understand consumer behavior across different BoP contexts.

KEY words: Bottom of the Pyramid marketing, BOP marketing strategies, Consumer behavior, Comparative analysis, Traditional sports, Consumer engagement, consumer perception, consumer purchasing patterns.

The Role of Anthropomorphism in AI-Driven Tourism: Enhancing Trust and Sustainable Behavior Among Young Consumers

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ABSTRACT

Purpose: This study explores how anthropomorphism in AI-powered travel platforms influences sustainable purchasing habits among young travelers, particularly Millennials and Generation Z, who are known for their environmental consciousness. It investigates how human-like features in AI systems affect consumer trust, emotional engagement, and decision-making. The study addresses a gap in the literature by focusing on how AI design can promote sustainability among young consumers in tourism. It also provides tourism businesses with practical insights on using AI to encourage ecologically conscious behavior and build stronger connections with sustainability-driven customers. Additionally, the study contributes to the broader understanding of sustainable tourism by presenting a model that highlights how anthropomorphic AI can influence sustainable travel decisions.

Design/methodology/approach: A mixed-methods approach was used to examine the relationships between anthropomorphism in AI, consumer trust, emotional connection, and sustainable behavior. Quantitative data were gathered through an online survey of young consumers who had interacted with AI-powered travel platforms, such as virtual assistants and booking services. Key variables: emotional connection, consumer trust, anthropomorphism, and sustainable behavior were measured using validated scales. Structural equation modeling (SEM) was applied for data analysis. In addition, qualitative data were collected through in-depth interviews with a subset of survey participants to gain deeper insights into their experiences with anthropomorphic AI in travel platforms. This mixed-methods approach allowed for a comprehensive understanding of the phenomenon by combining the generalizability of quantitative findings with the depth of qualitative insights.

Findings: The study found that anthropomorphism in AI interfaces significantly enhances consumer trust and emotional connection, which positively impact young travelers' sustainable behavior. Quantitative results revealed that human-like AI features boost trust in AI-powered tourism platforms, which mediates sustainable actions such as choosing eco-friendly accommodations. Emotional connection moderated this relationship, with stronger emotional ties to anthropomorphic AI leading to more sustainable decision-making. Qualitative interviews supported these findings, showing that young consumers perceive anthropomorphic AI as more relatable and trustworthy, making them more likely to engage in sustainable travel choices. The overall results demonstrate that AI anthropomorphism can play a crucial role in promoting environmentally conscious behavior among younger, sustainability-focused consumers.

Originality: This study provides new insights into the previously underexplored relationship between anthropomorphism in AI, consumer trust, emotional engagement, and sustainable behavior in tourism, particularly among young consumers. While previous research has examined anthropomorphism in other contexts, little attention has been paid to its impact on sustainability in the travel sector. By developing a conceptual model where anthropomorphism serves as the independent variable, consumer trust as a mediator, emotional connection as a moderator, and sustainable behavior as the dependent variable, this study contributes both to academic literature and practical applications. It offers valuable strategies for tourism businesses and other AI-driven industries, such as e-commerce and hospitality, to promote sustainability through human-like AI interactions. This approach aligns with the increasing importance of sustainability in global tourism practices and consumer behavior.

Research limitations/implications: The study's focus on young consumers may limit the generalizability of its findings to older demographics. Future research could explore how older travelers respond to anthropomorphic AI interfaces. The use of self-reported data may introduce biases, such as social desirability bias, where respondents may overstate their sustainable behavior. To address this, future studies could incorporate objective behavioral data or experimental designs. Additionally, the study's regional focus may have excluded the preferences of international or rural travelers, suggesting a need for broader geographic sampling in future research. Despite these limitations, the study offers important insights for the tourism industry, showing how anthropomorphic AI can be strategically employed to foster both consumer trust and sustainable behavior. Tourism businesses can differentiate themselves by adopting AI interfaces that promote eco-friendly practices, aligning with the growing demand for sustainable travel.

Practical implications: Tourism businesses can leverage anthropomorphic AI to foster consumer trust and encourage sustainable behaviors, such as opting for eco-friendly accommodations or travel options. By incorporating human-like features in AI platforms, companies can differentiate themselves and align with growing consumer demand for sustainability, ultimately enhancing customer loyalty and engagement in eco-conscious practices.

Social implications: The use of anthropomorphic AI in tourism platforms can contribute to broader environmental goals by encouraging more sustainable travel decisions, particularly among younger, environmentally conscious consumers. As these AI systems promote eco-friendly behavior, they can help shift societal norms toward greater environmental responsibility, supporting the global sustainability movement and fostering a more sustainable tourism industry.

Keywords: Anthropomorphism, Artificial Intelligence, Sustainable tourism, Eco-friendly behavior, Tourism technology.

Consumer Trust in Online Travel Application: An Empirical Study

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ABSTRACT

Introduction: The rapid advancement of technology has significantly impacted the tourism industry, mainly through the rise of the Internet and mobile applications. Travelers increasingly rely on online platforms such as MakeMyTrip, TripAdvisor, and Booking.com to plan and book their trips and holidays, which has transformed how businesses in the sector interact with customers.

Objective: This study tests a model of antecedents (consumer experience, propensity to trust, reputation, perceived app size, ease of use, perceived usefulness, and website quality) and the consequences of consumers' trust towards online travel apps.

Methodology: The study employed a quantitative research design. Data was collected from 250 respondents who are users of online travel apps. The purposeful sampling technique was used to select the sample from the population, which ensured respondents had relevant experience. The data collection was done via a structured survey, which was administered in online mode. All the variables under study were measured using standardized instruments. The hypothesized relationship between these variables was analyzed using the Partial Least Squared Structural Equation Modelling (PLS-SEM) technique. This method was chosen due to its robustness in handling complex models with multiple constructs and its ability to assess the direct, indirect, and moderating effects proposed in the research model. The measurement model was first validated for reliability and validity, followed by a testing and structural model to assess the proposed hypotheses.

Major Findings: The findings show that all the factors significantly influence trust in online travel platforms. These findings provide valuable insights into how travel companies engage consumers in a fast-growing e-commerce landscape effectively.

Public Perception and Acceptance of Renewable Solar Energy in Mumbai Suburbs

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ABSTRACT

Purpose: The research intends to bridge the knowledge gap impeding the widespread acceptance of solar technologies. The study delves into the socio-economic and infrastructural elements affecting public perception, assesses existing communication and educational strategies, and investigates the myths surrounding solar energy. The research objectives were to determine the current knowledge levels, identify the socio-economic, cultural, and infrastructural factors that influence public perceptions and attitudes towards solar energy, and investigate whether prevalent myths about solar plants hinder the adoption process.

Design/methodology/approach: The research adopts a mixed-methods approach, involving quantitative and qualitative methods for analysis. The primary data collection method involved surveys among residents of Mumbai suburbs to gather information on their knowledge levels, attitudes, and perceptions regarding solar energy. Personal interviews were conducted to gain deeper insights into individual opinions and experiences with solar energy initiatives. Utilizing surveys and interviews, data was collected to assess the level of awareness and identify key factors driving or hindering solar energy adoption.

Findings: Findings reveal a moderate level of awareness but significant gaps in understanding the benefits and applications of solar energy. Recommendations include enhancing educational initiatives, improving accessibility to solar products, and implementing targeted communication strategies to demystify solar technology. The study found that fostering a better-informed public can substantially increase the adoption of solar energy, resulting in sustainable development and energy security in Mumbai suburbs.

Originality: The methodology employed in the research is thorough, involving a mix of quantitative and qualitative data collection techniques to comprehensively understand the public's perception and acceptance of solar energy in the targeted region. Through comprehensive research methods, including surveys and interviews, the study sheds light on the factors influencing the uptake of solar energy in urban environments like Mumbai. One notable finding is the increasing awareness and positive perception of solar energy among Mumbai residents. This trend suggests a growing understanding of the benefits associated with solar power, such as reduced carbon emissions, energy independence, and potential cost savings.

Research limitations/implications: The study is restricted to a sample size that may only represent some of the Mumbai suburbs' population. It focuses only on the public's perception and acceptance of solar energy without considering other external factors

that may affect the decision-making process. The study does not represent the entire state or country.

Practical implications: Despite the favourable perception, several barriers to widespread solar adoption were identified. These barriers include high initial costs, the need for more information and awareness about available incentives and subsidies, and concerns regarding the reliability and efficiency of solar technology. Addressing these barriers is crucial for fostering greater acceptance and utilization of solar energy in Mumbai. Policy interventions should aim at incentivizing solar installations, organising education and outreach programs to increase awareness, and promoting technological advancements to enhance reliability and efficiency will help in overcoming these challenges.

Social implications: The study has highlighted the importance of community engagement and stakeholder collaboration in promoting solar energy adoption. Building partnerships between government agencies, businesses, NGOs, and local communities can facilitate the development of sustainable solar initiatives tailored to the needs and preferences of Mumbai residents. While there is a positive shift in public perception towards solar energy in Mumbai, concerted efforts are needed to overcome existing barriers and accelerate its widespread adoption. By implementing targeted policies, fostering community engagement, and investing in technological innovation, Mumbai can harness the full potential of solar energy to achieve its sustainability goals and contribute to a cleaner, greener future.

Keywords: Renewable Energy, Solar Energy, Energy Adoption, Community Engagement, Sustainability

The Nutrition Mantra: Addressing Market Penetration Challenges and Solutions Recommended

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ABSTRACT

The Nutrition Mantra, a gym supplement sales outlet, based in Saharanpur, Uttar Pradesh is a small business, established by Sanchit Khurana. He has been into this business since 2020. Since the businesses' establishment, there has been a rise in revenue and profit on a YoY basis. However, as upon the closure of financial 2022-23, a stagnation in revenue and profit is being seen, given the enterprise's failure in increasing market penetration. This problem leaves an unwelcoming impact on the business owner and he decides even to shut the business. But then he analyzed and realized that this problem can be solved if he undergoes various stages of Business Problem Solving, so he planned and implemented a few things to solve the problem.

Impact of Effective Digital Marketing Capabilities on the Firm's Performance: An Empirical Study

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ABSTRACT

In today's rapidly evolving business environment, digital marketing tools such as social media, SEO, email marketing, and content marketing are essential for firms to connect with a wider audience, engage customers, and drive business growth. By leveraging data analytics and performance metrics, firms can optimize their marketing efforts, ensuring higher return on investment and efficient resource allocation. The adaptability and scalability of digital marketing tools allow firms to respond swiftly to market dynamics, providing a competitive edge. The study focusses on how these capabilities enhance customer engagement, brand awareness, profitability, and competitive positioning. The study acknowledges certain limitations, such as the challenge of isolating the effects of digital marketing from other influencing factors, measuring long-term impact, and the variability of effectiveness across different industries and regions. To address these limitations, the study suggests a need for further research through longitudinal and cross-industry analysis. People from digital marketing department were surveyed to know the role and Impact of Effective digital marketing Capabilities on the firm's performance and concludes that there is significant impact of Effective digital marketing Capabilities on the firm's performance like increased Brand Awareness and Reach, Enhanced Customer Engagement and Experience, Data-Driven Decision Making, Targeted Marketing and Better ROI (Return On Investment), Competitive Advantage, Sales Growth and Lead Generation, Improved Brand Loyalty and Advocacy & Scalability and Cost-Effectiveness.

Keywords: Organizational Performance, Digital Marketing Capability, Marketing Strategies, Digital marketing innovation, Customer

Performance Analysis of Football Players Using PCA

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ABSTRACT

This paper presents the application of Principal Component Analysis (PCA) to a comprehensive football player dataset, which includes a wide range of attributes such as strength, stamina, passing accuracy, dribbling skills, speed, and many others. The use of PCA in this context involves transforming the high-dimensional, complex raw data into a set of principal components, thereby simplifying the analysis without losing critical information. By reducing the dimensionality of the dataset, PCA enables football scouts and analysts to efficiently capture the most significant characteristics of each player, which would otherwise be obscured in the vastness of raw data. The transformation provided by PCA focuses on identifying the key variables that account for the greatest variance in player performance. For example, it can highlight which combinations of physical, technical, and cognitive skills are most relevant for different playing positions or styles. This data-driven approach allows clubs to assess players not just on individual metrics but on an integrated profile that considers multiple attributes simultaneously. Consequently, scouts and decision-makers can make more nuanced and informed decisions about player recruitment and development. Insights derived from this PCA-driven analysis are invaluable for football clubs looking to optimize their selection of players. Rather than relying solely on traditional scouting methods, which may be subjective and inconsistent, PCA provides a more objective framework for evaluating talent. The ability to distil complex datasets into manageable components helps clubs to identify the players who are most likely to contribute to their strategic goals, whether that involves enhancing defensive solidity, improving ball possession, or increasing scoring opportunities. Moreover, by focusing on the most influential factors in player performance, PCA aids in aligning recruitment strategies with the club's tactical philosophy and long-term objectives. This targeted approach not only improves team cohesion and on-field performance but also maximizes the club's investment in player acquisitions by ensuring that each recruit brings unique and complementary strengths to the squad. Ultimately, this enhances the overall quality and competitiveness of the team, increasing its chances of success in both domestic and international competitions.

Examining the Influence of Brand Credibility on Retail Marketing Strategies, Shopper Experience, and Willingness to Pay a Premium in Packaged Food Brands

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ABSTRACT

Research Objectives: This study aims to investigate the influence of brand credibility on retail marketing strategies, shopper experience, and consumers' willingness to pay a premium for packaged food brands. Understanding these relationships can help marketers optimize their approaches to enhance consumer engagement and profitability.

Methodology: A mixed-methods approach was employed, combining quantitative surveys with qualitative interviews. A sample of 300 consumers was surveyed to assess their perceptions of brand credibility and its impact on shopping behaviour. In-depth interviews with 15 retail marketing professionals provided additional insights into effective strategies for leveraging brand credibility in marketing.

Major Findings: The findings reveal a significant positive correlation between brand credibility and shopper experience, indicating that credible brands enhance customer satisfaction and loyalty. Furthermore, consumers demonstrated a higher willingness to pay a premium for products from brands perceived as credible. Retail marketing strategies that emphasize transparency, quality assurance, and effective communication of brand values were identified as critical to building brand credibility.

Conclusion: The study concludes that brand credibility plays a vital role in shaping shopper experiences and influencing purchasing decisions in the packaged food sector. Marketers should prioritize strategies that reinforce brand credibility to drive consumer engagement and increase premium pricing potential.

Emotional and Cognitive Connections: Neuro-Branding Influences Consumer Loyalty

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ABSTRACT

Sensory processing forms the foundation of the human cognitive system, with the development of the five senses—sight, hearing, taste, touch, and smell—playing a pivotal role in cognitive and physical development. These senses help us understand concepts of time, size, shape, and colour and activate specific brain areas when recalling memories. Without our senses, our knowledge of the world and ourselves would be nonexistent. Despite sense providing unique information, they share fundamental commonalities that offer valuable insights into our experiences.

The five senses are integral to how we perceive and emotionally respond to our environment. They connect us to our surroundings and trigger cognitive and emotional reactions. This paper explores the impact of sensory experiences on brand loyalty, demonstrating how strategically leveraging these experiences can forge deeper emotional connections with customers and effectively establish and maintain brand loyalty.

Keywords: Branding, Sensory, Consumer behavior, Senses, emotional, loyalty, Neuro Senses

The Comprehensive Study on AI-Driven Insights in the Automotive Supply Chain: Enhancing Marketing Strategies and Predicting Consumer Behavior

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ABSTRACT

As technology is undergoing advancements the Automobile industry is also facing the paradigm shifts, with AI playing a major role in transforming supply chain operations. The above study concentrates into the integration of AI-driven insights in the automotive supply chain, exploring their impact on marketing strategies and consumer behavior prediction. Through a comprehensive analysis of industry case studies and data-driven models, the study examines how AI enhances decision-making processes, optimizes inventory management, and forecasts consumer preferences with unprecedented accuracy.

By Employing AI tools like machine learning, natural language processing, and predictive analytics, automotive companies can tailor their marketing efforts, streamline operations, and respond to market demands in real time. This study highlights the key AI applications in the supply chain, discusses challenges related to data privacy and ethical considerations, and provides actionable insights for industry stakeholders.

The finding highlights the importance of embracing AI technologies not just as operational tools but as strategic assets that can reshape the competitive landscape. This study will provide a roadmap for automotive companies seeking to harness AI's potential, ultimately leading to more resilient supply chains, enhanced customer satisfaction, and sustainable growth.

Barriers of Eco-Tourism in India: A TISM Approach

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ABSTRACT

Ecotourism in India holds substantial potential for promoting sustainable development by conserving natural habitats, uplifting local cultures, and benefiting rural communities. However, the growth of ecotourism faces numerous barriers that hinder its progress. This study employs the Total Interpretive Structural Modeling (TISM) approach to identify and analyse the interrelationships between these challenges. Key obstacles include inadequate infrastructure, lack of policy, lack of tourism education, low awareness, economic constraints, environmental concerns, local community resistance, language barriers, competition, safety concerns, destination marketing challenges, technology, and seasonality. The TISM method enables policymakers to understand how these factors are interconnected, facilitating the creation of more effective strategies to overcome these barriers. Addressing these challenges in a systematic way will help promote ecotourism, foster environmental conservation, and improve the livelihoods of rural communities. The findings emphasize the importance of holistic interventions that tackle both environmental and socio-economic issues, providing a comprehensive framework for stakeholders to develop targeted strategies. Ultimately, this study underscores the need for strategic planning and collaboration among policymakers, communities, and tourism operators to realize the full potential of ecotourism in India. This study helps stake holders to take necessary actions to address key barriers of ecotourism development, particularly those with strong driving power at the bottom of the TISM hierarchy. Prioritizing these challenges and closely monitoring them will aid top management in achieving organizational goals more effectively. This study emphasizes the advantages of Total Interpretive Structural Modeling (TISM) over conventional ISM, identifying Ecotourism barriers through literature review and expert insights for improved understanding and decision-making.

Keywords: Ecotourism, Destination marketing, Total Interpretive Structural Modeling (TISM)

Examining the Influence of Social Media on Sustainable Destination Image: Exploring Age as a Moderating Factor

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ABSTRACT

Social networking is becoming a popular tool these days, especially in the case of the tourism industry. There has been a noticeable increase in the use of social media websites such as Facebook, YouTube, and Instagram, because of the dynamic nature of technology. Numerous users are treating it to create blogs on these platforms and share photos while travelling. This becomes a medium of interaction with other users by sharing particulars of their interests and activities. From the perspective of the tourism industry, the stakeholders involved namely hoteliers, travel agents, and government are cherry-picking social media to connect with their guests and customers. The influence and opinion of people is of high significance, in case of travel, purchase, usage of service. Mammoth's dependency on social media for every prominent decision relating to travel has made social media and social networking sites an integral part of life.

PURPOSE: The current study aims to analyse the impact of social media on the travel decisions made by Generation Z. The current study attempts to investigate the effect of social media in shaping the perception of prospective travellers for the desired travel destinations. The Technology Acceptance Model has been used in the current study to develop a conceptual framework that will help understand the impact of social media on the travel decisions of the younger generation.

The current study also aims to assess the role of age as a moderating factor for the formation of destination images among Generation Z.

DESIGN/METHODOLOGY/APPROACH: A sample size of 420 respondents was used to meet the objective of examining the impact of social media on the creation of a sustainable destination image in a traveller's mind. To examine the relationship between the intention to use social media and destination image, a conceptual model has been framed with the help of the Technology Acceptance Model. The results of this study will be extremely important to online tourism marketers, as this will give them a better understanding of how the younger generation uses social networking sites. Also, the way social networking sites aid prospective travellers in the formation of a virtual destination impression. This will enable marketers to draft new or fine-tune their existing online marketing strategies.

FINDINGS: The findings do not rely on any presumptions while confirming the theoretical model's robustness and strength. The main findings highlight that travellers' information sources including social media, have an impact on their motives

for exploring a place. The travellers' motives have an impact on their cognitive image and travellers' motivations have an impact on their affective image.

ORIGINALITY/ VALUE: This research encompasses various variables namely Perceived Costs, Perceived Enjoyment, and Perceived Ease of Use which also examine their impact on the intention to use social media for travel purposes. This study also envisages social networking sites as a source of information and takes into account the direct and moderating linkages between numerous variables namely motivations, information sources, and image dimensions.

The Role of YouTube Tech Review Channels in Shaping Fitness Technology Adoption: A Netnographic and Data Driven Analysis

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ABSTRACT

Purpose: The development of fitness technology has changed the health and wellness landscape by allowing users to track, analyze, and improve their physical activity and general well-being. YouTube, as a dominating digital platform, hosts a plethora of tech review channels that shape customer perceptions and adoption habits. The purpose of this study is to investigate how YouTube tech review channels influence fitness technology uptake. The research aims to better understand the dynamics between reviewers, viewers, and the technical items under evaluation by investigating the interactions and content inside these channels.

Keywords: Netnography, Youtube, Digital Platform, Fitness Technology

Methodology: The study uses a netnographic method, utilizing ethnographic ideas applied to the digital setting of YouTube. Netnography is especially well-suited to analyzing online communities and interactions, as it provides a rich, qualitative lens through which to examine user behaviors and cultural phenomena. The research process is divided into several stages:

1. Data collection: A selective sampling of popular YouTube tech review channels focusing on fitness technologies was carried out. The number of subscribers, view counts, and engagement levels were all considered while making the pick.

2. Content Analysis: Videos were examined for common themes, narratives, and presentation techniques. Emphasis was placed on the sorts of fitness technology examined (e.g., wearable devices, fitness apps) as well as the elements highlighted by reviewers.

3. Audience Interaction Analysis: The comments sections were examined to determine viewer responses, inquiries, and conversations. This stage entailed coding and categorizing comments to better understand their attitudes, concerns, and influence on viewers' decision-making processes.

4. Regression Model: A regression model was created to demonstrate the interrelationship between the dependent and independent variables to better understand the collected data.

The study integrates netnography—a digital ethnographic technique—to analyze YouTube comments, engagement, and interaction trends, with a regression analysis model to quantitatively assess the influence of key video metrics on viewership. The netnographic approach involves data collection from top YouTube tech channels that review fitness technologies. This qualitative data is complemented by a regression analysis assessing the strength of relationships between views and other video metrics,

using statistical measures like Multiple R, R Square, and Adjusted R Square for model fit.

Findings

1. **Viewer Engagement Metrics**

    - Views vs Comments: Regression analysis reveals that comments correlate strongly with video views, indicated by a Multiple R of 0.659. This finding implies that viewer engagement through comments significantly predicts content popularity and reflects trust and credibility, as higher engagement indicates higher perceived value.

    - Views vs Likes: A moderate correlation exists between views and likes (Multiple R = 0.517), suggesting that positive viewer reception can extend reach. This metric indicates viewer satisfaction and signals content alignment with audience preferences.

2. **Channel Performance and Viewer Perception**

    - Views vs Duration: The relationship between video views and duration is weak (Multiple R = 0.057), suggesting that content quality and relevance weigh more heavily than length in driving viewership. This result supports the notion that impactful, concise content is more effective than longer, unfocused videos.

    - Views vs Subscribers: A similarly weak relationship is observed between views and subscriber count (Multiple R = 0.010), indicating that individual video performance is more dependent on engagement than on overall channel size.

3. **Key Observations on Channel Influence**

    An analysis of prominent tech reviewers revealed wide-ranging subscriber bases, with the most subscribed channel reaching 995, 000 subscribers, while others vary from 164, 000 to 478, 000. Despite differences in subscriber count, performance on individual videos varies, underscoring the importance of targeted, engaging content rather than relying solely on channel influence.

Practice: YouTube tech review channels have a big impact on the uptake of fitness technologies. These channels influence consumer impressions and decisions by providing reputable reviews, instructional content, and interactive interaction opportunities. A netnographic approach provide a complete analysis of the interconnections and cultural dynamics inside the YouTube community, with implications for academic research and practical applications in the fitness technology business. By recognizing and leveraging the power of these digital influencers, stakeholders can better manage the intricacies of consumer acceptance in the rapidly changing field of fitness technology.

Effectiveness of Codebasics and Data Professor: A Comparative Study of Chosen Edutech Companies

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ABSTRACT

In recent years, educational YouTube channels have grown rapidly, increasing by 300% to 400% from 2019 to the present. This paper examines two such channels—Codebasics and Data Professor—which began around the same time yet display vastly different growth patterns. Using YouTube API data from a sample of 958 Codebasics videos and 346 Data Professor videos, this study explores factors influencing their performance disparities, employing descriptive statistics, correlation, scatterplots, and trend analyses with Python.

Results show that Codebasics averages 109, 087 views and 2, 478 likes per video, with a top view count of 16.3 million, compared to Data Professor's 19, 665 average views and 468 likes, peaking at 438, 352 views. Codebasics achieves a 3.71% engagement rate by focusing on short, targeted content, with videos under 40 minutes attaining viral success, while Data Professor maintains steady, lower engagement. Correlation analysis reveals a strong positive correlation between views and likes for both channels (Codebasics: 0.99, Data Professor: 0.96), though Codebasics shows a weaker correlation with comments (0.34) than Data Professor (0.78).

These findings underscore Codebasics viewer-centric approach as a key driver of its success, suggesting a strategic model for other channels to increase engagement. Expanding this research with sentiment analysis could offer deeper insights into viewer feedback and emotional responses, potentially guiding content strategies for new educational channels.

Sustainable Tourism Promotion: Implication of Stakeholders' Behavioural Change

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ABSTRACT

Purpose: Tourism plays a significant role in economic growth, cultural exchange, and environmental impact, making promoting sustainable practices within the industry imperative. This research proposal investigates the effectiveness of promoting sustainable tourism through behavioral change in stakeholders, including tourists, local communities, and businesses. The study will focus on understanding these stakeholders' perceptions, attitudes, and behaviors toward sustainability initiatives and identifying the challenges and opportunities in implementing sustainable practices.

Methodology: The proposed study would use a mixed methodological approach to attain its research goal. Data were obtained using various methods, including in-depth interviews with local authorities and host community members and focused group discussions with cleaning workers, hotel staff, cab drivers, and many other secondary stakeholders. The primary data was analyzed using both thematic and content analysis. The author also used secondary data such as tourist annual reports, case studies, procedures, and policies set by various state governments and the Indian government.

Findings: The anticipated outcomes include policy recommendations, educational tools, and industry best practices to foster a culture of sustainability in the tourism sector. By fostering behavioral change and promoting responsible tourism practices, this research endeavors to contribute to the long-term viability and resilience of the tourism industry, benefiting both present and future generations.

Originality / Value: This research article is a working paper, and it is in the initial stages. This paper highlights the behavioral aspects of the stakeholders in relation to sustainability in the tourism sector.

Research limitations: The destinations on which the study will be collected will be based on the number of visitors traveled during a particular period so future researchers can conduct the study in different places or destinations. This study considers the stakeholders having major contributions to the tourism industry. However, future studies may be conducted concerning the other primary and secondary stakeholders of the tourism and hospitality industries.

Implications: The implications of this study include encouraging stakeholders to adopt sustainable tourism practices. It aims to raise awareness, encourage ethical behavior, and create plans for India's long-term tourist development. The study aims to create long-term good consequences for the environment, local communities, and the tourism sector, which align with global sustainability goals.

Keywords: Behavioural change, Stakeholders, Sustainable Development Goals, Sustainable tourism, Sustainability,

Entrepreneurial Mindsets in Tourism: Driving Innovation and Resilience

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ABSTRACT

Business tourism for instance, one of the three largest sources of gross domestic product globally is sensitive to shocks from environmental, economic and health wise transformations. Such challenges happen mostly and often at a rather unpredictable manner, which makes it very important that institutions and practitioners employ strategies of resilience and innovation as a way of making sure that business goes on as usual and the industry remains stable. This paper examines the centrality of entrepreneurial orientation in innovation and, particularly, environmental entrepreneurship amid the global tourism sector. This orientation working proactively and driven by innovation in response to the business environment volatility as well as pursuing new opportunities like digitalisation, sustainability and recreational touring. Consistent with the growing sentiment among the consumer for green solutions and customized solutions, firms exhibiting entrepreneurial and environmental characteristics possess greater opportunities to create customer value both in the time of increased competitiveness among players in the market environment. Sustainability entrepreneurship that combines environmental sensitivity with business management is now viewed as a critical enabler of sustainable innovation in tourism. In this paper, I have shown that it is possible to achieve both business objectives and environmental objectives within the tourism businesses sector. Sustainability culture encourages the implementation of solutions that adoption into business operations would sufficiently serve the requirements, standards and legal requirements, and boost brand image, customer satisfaction, and loyalty. Experimentation and willingness to use novel technologies and ideas make it possible for several firms to adapt more suitably to changing nature of consumers and the environment in relation to tourism experiences. For instance, incorporating digital media for unique traveler experiences or funding green and efficient assets allow for business implementation for the change needed for tourism to be sustainable. This paper employ a quantitative technique to measure the extent of business resilience innovation influenced by the presence of entrepreneurial traits, using data from 80 participants within the tourism sector. The research proves a clear link between such key strategic orientations of entrepreneurs as focus on the resilience and innovation and the performance of tourism enterprises.

Keywords: Innovation, Mindset, Resilience, Entrepreneurship, Tourism, Economic etc.

Ascendancy of Facebook Campaign on Young Voters in Haryana

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ABSTRACT

This paper examines the impact of Facebook campaign in shaping the political perception of youth during the 2024 general elections in Haryana. The empirical analysis was conducted using a sample of 399 youths. This study used online survey for the data collection. After passing reliability and validity tests, the data were analyzed based on game model of political participation. The results show that voters' decisions are significantly influenced by their ideological perspectives. Based on age and gender, there is no statistically significant variation in the respondents' voting behavior. The distinctiveness of this study lies in its emphasis on the communication channel between politicians and young people, rather than on the influence of socioeconomic divisions on voting behavior. This research may contribute to the political marketing experts and politicians in increasing the quality and credibility of advertisements on social media, which will affect trust and political involvement of youths. This study has shown a more comprehensive model of the relationship between information quality of social media and political involvement. This study also reveals the significant indirect effect of the trust on the relationship between information quality on social media, social media political marketing activities and political involvement.

Quick Commerce Redefined: Analyzing Shopper Behavior Shifts and the Evolution of Retail Logistics in the Contemporary Marketplace

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ABSTRACT

In the span of a year after pandemic, Quick Commerce or Q-Commerce has started to take a ride by altering the Indian retail sector. The emergence of Q-commerce has transformed the business model. The three major platforms in India, Swiggy Instamart, Zepto and Blinkit started offering the grocery deliveries in under 10 minutes. This started cascading into various Q-Commerce products to adapt to the new age of purchase preference. This paper tries to understand the impact of quick commerce and the modern shopping habits of the people and examines the frequency of purchases. Additionally, the need of the consumers has increased rapidly due to increase in product/service availability and instant logistics. The paper analyses the insights gathered from the 100 respondents to investigate the effects of quick commerce on shopping frequency, order size, and the preference for immediacy over the purchase factors. Using a mixed-methods approach, consumer attitudes towards speed, convenience, and sustainability were assessed, alongside the operational adjustments made by retailers to fulfil demand swiftly and effectively. The findings reveal trends in consumer expectations for fast delivery, shifts in loyalty drivers, and a growing demand for eco-conscious practices within logistics. This study provides valuable insights for retailers seeking to adapt to quick commerce demands while balancing cost, service quality, and environmental sustainability. This paper contributes to the understanding of quick commerce's role in the evolving retail landscape and provides insights into the future of consumer-retail relationships in a digitally-driven market.

Limitations

- Geographical limitations- If respondents are primarily from a specific region

- Retail evolution- Quick commerce is a rapidly changing field, with constant technological advancements and new market entrants.

- Sample size restriction-100 respondents may not be fully representative of broader population trends.

- The study may inherently attract respondents who already engage in or prefer quick commerce services, creating a potential sampling bias that could skew findings towards a pro-Q-commerce viewpoint

Keywords: Customer Trust, quick commerce, Hyperlocal Warehousing, Impulsive shopping, Customer Satisfaction, Customer Loyalty, Sustainability, Buying behavior, Logistics, Instant transactions, Retail Innovation, Last-Mile Delivery

Purchase Intentions towards Plant-based Cosmetics in Emerging Economies: Empirical Evidences from India

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ABSTRACT

Purpose: This study explores how attitudes, social influence, perceived behavioral control, environmental concern, environmental knowledge and trust impacts the purchase intention of consumers of plant based cosmetic products.

Design/methodology/approach: A quantitative approach with the theoretical under pinning from the Theory of Planned Behavior is adopted to develop, Data analyze using Structural Equation Model (SEM) to assess and validate the influence of the determinants of purchase intentions.

Findings: The results show that attitudes toward plant-based cosmetics, social influence, and perceived behavioral control among consumers significantly impact their purchase intentions. Additionally, environmental concern and knowledge is observed to positively influence consumer attitudes in this context.

Originality: This original study contributes to the nascent literature on consumer behavioral studies linked with plant-based cosmetics products especially in the context of developing economies such as India. The derived empirical evidence supports the applicability of TPB in predicting consumer behavior in this domain.

Research limitations: Potential limitations of this research include response bias as the focus is predominantly on urban, internet-savvy population. Future research could examine trends in diverse demographics.

Practical implications: This research offers implications to managers and policymakers that help to promote plant-based cosmetics by emphasizing on environmental and health benefits that attract consumers.

Social implications: This research provides a step towards the pragmatic shift towards using plant based cosmetic products thereby leading to sustainable fashion and consumption for personal care by promoting eco-friendly products.

Keywords: Plant-based cosmetics, Theory of Planned Behavior, Environmental Concern, Purchase Intention, Consumer Behavior.

Generation Z and AR Virtual Try-Ons: How Aesthetic Quality, Perceived Risk, and Values Interact through Spatial Proximity?

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ABSTRACT

Purpose: The popularity of Augmented Reality (AR) virtual try-on technology has increased, particularly among Generation Z consumers, as AR becomes extensively incorporated into online purchasing. This technology enables users to virtually experience apparel products prior to making a purchase, thereby offering a distinctive sensory experience that can mitigate uncertainties associated with online shopping. Nevertheless, its capacity to influence consumer behaviour remains multifaceted. In this study, the primary aim is to examine the impact of AR virtual try-on experience on purchase intention in the apparel industry. It investigates the influence of aesthetic quality on spatial proximity, which in turn affects utilitarian value, hedonic value, and perceived risk. These factors ultimately form attitudes toward AR and drive purchase intention. Despite existing research on AR in retail, few studies examine the role of spatial proximity as a mediating factor between aesthetic quality and perceived benefits and risks. Moreover, limited attention has been given to Generation Z consumers' specific preferences and their unique responses to AR technology in the apparel industry, particularly in the Indian context. Therefore, this study will address both knowledge and contextual gaps in the domain of AR.

Design/Methodology/Approach: Data were gathered from 500 Generation Z respondents in Bangalore and the Delhi NCR region via an online survey, employing a non-probability sampling method to effectively reach this demographic. This approach is particularly suitable for exploratory research targeting emerging trends within the Generation Z population. For data analysis, variance-based structural equation modeling (SEM) was conducted using the partial least squares (PLS) path modeling technique, offering a robust framework to explore complex relationships and rigorously test the study's hypotheses within a multi-variable context.

Findings: The findings reveal that aesthetic quality significantly influences spatial proximity, which in turn has a positive influence on both utilitarian and hedonic values. Additionally, the perceived risk associated with the product gets reduced. Also attitudes toward AR are positively influenced by utilitarian value and hedonic value, while perceived risk has a detrimental effect. It is found that that purchase intention is significantly influenced by one's attitude toward AR. Furthermore, spatial proximity partially mediates between aesthetic quality and hedonic value, utilitarian value and perceived risk towards products.

Originality: This research contributes to the AR literature by highlighting aesthetic quality as a critical factor affecting spatial proximity in AR virtual try-on settings. The

study's exploration of spatial proximity as a mediator provides new insights into how perceived value and risk drive Generation Z's engagement with AR technology in fashion.

Research-Implications: By examining spatial proximity as a mediating factor, this research deepens academic insights into the mechanisms through which AR characteristics in the form of aesthetic quality influences values and risks of AR technology. Studies can build on this framework to further explore how spatial dynamics affect consumer experiences and decision-making in digital environments, extending beyond AR to other immersive technologies like VR.

Practical-Implications: For fashion retailers and AR developers, this research emphasizes the importance of aesthetic quality and spatial proximity in reducing user-perceived risks and enhancing AR's appeal. Enhancing these elements can strengthen consumer trust and boost online conversion rates for high-involvement products.

Social-Implications: AR technology's potential to reduce the need for physical product trials supports sustainable consumption by minimizing returns and promoting thoughtful purchasing. This study offers a strategic framework for retailers to improve consumer engagement with AR in fashion, aligning technology design with consumer behavior insights.

Keywords: Augmented Reality (AR), Virtual Try-On Technology, Aesthetic Quality, Spatial Proximity, Generation Z, Purchase Intentions, Perceived Risk, Utilitarian and Hedonic Value

Engage, Connect, and Co-Create: The Role of Social Interactivity, Support and Self-construal in Driving Value Co-Creation in Live-Stream Shopping

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ABSTRACT

Purpose: Interactivity is central to value co-creation, especially in a live-streaming context where consumer engagement transcends both information and interactive values. Despite its significance, limited research has examined how different interactivity types—such as consumer-to-consumer and consumer-to-streamer interactions—affect the value co-creation process. The study aims to examine the impact of interactivity type on social support, consumer involvement, and consumer identification and how these factors influence value co-creation. It further explores how these effects are moderated by self-construal (independent vs interdependent) to shed light on the psychological process of consumer behavior in live streaming commerce (LSC).

Methodology: This study collected 434 valid respondents and employed PLS-SEM to test the research model. To bring self-construal into operation, priming methods were used, and PLS Multi-Group Analysis (PLS-MGA) tested the model's consistency across independent and interdependent self-construals.

Findings: The results show that consumer involvement and identification positively drive value co-creation behavior. Social support strengthens both involvement and identification, with interactions among streamers and consumers creating a supportive community. Self-construal moderates these effects, with interdependent individuals responding more strongly to social support.

Originality/Value: This study contributes to the literature by integrating d self-construal as a moderator in the context of value co-creation on interactivity type within live streaming. Using SEM-MGA provides robust empirical evidence on how consumer identity orientations shape their responses to social interactions and involvement, expanding the understanding of digital consumer behavior in LSC.

Keywords: value co-creation, live-streaming platforms, interactivity, social support, consumer involvement, consumer identification

The Commodification of Spirituality in the Context of Mindfulness and Meditation and Role of Social Media Influencers

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ABSTRACT

Purpose: This research explores the role of Instagram influencers in the commodification of meditation and mindfulness within the Indian context, focusing on how these influencers act as marketers who repurpose traditional spiritual practices for the modern digital marketplace. The study seeks to uncover whether influencer-led promotion of these practices leads to genuine consumer engagement or primarily serves commercial interests, reshaping traditional spirituality to fit a consumer-centric model.

Design/methodology/approach: The study uses a qualitative research methodology, incorporating netnography and in-depth interviews. Netnographic analysis examines the content shared by prominent Indian influencers who market meditation and mindfulness on Instagram, focusing on how they package these practices for mass appeal. In-depth interviews with 16 followers of these influencers—primarily Millennials and Gen Z in major Indian urban centers—capture consumer perceptions, motivations, and engagement with these commodified spiritual practices. This dual approach provides a nuanced view of the interaction between social media marketing, consumer culture, and modern spirituality.

Findings: While findings are forthcoming, this research aims to highlight the marketing strategies that influencers use to make meditation and mindfulness accessible and appealing to digital consumers. The study will examine if followers view influencer content as an authentic entry point to spirituality or see it as overly commercialized and detached from its traditional roots. The analysis will explore themes of accessibility, authenticity, and perceived value, along with the visual and messaging strategies influencers use to engage their audiences.

Originality: This research is one of the first to investigate the commodification of mindfulness and meditation within the Indian digital landscape through the lens of influencer marketing. By analyzing how Indian influencers on Instagram promote these spiritual practices, it reveals a unique intersection of traditional spirituality and modern marketing practices, offering insights into the digital wellness culture and the transformation of spiritual experiences into marketable content.

Research limitations/implications: The study is limited to Instagram influencers and a targeted demographic within urban India, potentially excluding perspectives from other platforms and regions. Future research could expand to other platforms and diverse demographics to capture a more comprehensive view of digital spirituality in

India. Additionally, longitudinal studies could examine how these marketing practices evolve over time.

Practical implications: This research provides actionable insights for brands, wellness apps, and digital marketers on consumer attitudes toward commodified spirituality and influencer marketing strategies in the wellness sector. For educators, mental health professionals, and policymakers, understanding these trends can guide more culturally sensitive and ethical approaches in promoting mental wellness and mindfulness online.

Social implications: The study underscores the role of social media in transforming personal spiritual practices into consumer products, with implications for cultural perceptions of wellness, self-care, and community. It raises ethical considerations about authenticity and commercialization, highlighting the need for responsible marketing practices in the wellness industry.

Navigating the E-Highway: Unmasking Consumer Choices in India's Electric Two-Wheeler Revolution.

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ABSTRACT

This study investigates consumer adoption factors for electric two-wheelers (ETWs) in India, driven by rising fuel prices and environmental concerns. By examining consumer demographics, financial status, environmental awareness, and technology preferences, this research identifies key motivations and barriers impacting ETW purchase decisions.

Using a comprehensive survey, we assess how factors such as initial cost, long-term savings, charging infrastructure, environmental impact, and advanced features influence ETW adoption across different age groups, income levels, and occupations. Additionally, the role of social networks, government incentives, and safety perceptions is explored to understand their influence on consumer readiness. Concerns around battery longevity and replacement costs, a frequently cited limitation, are also addressed to gauge their impact on the overall appeal of ETWs.

This research provides actionable insights for policymakers, manufacturers, and stakeholders, offering data to support informed strategies that address consumer concerns and promote the adoption of ETWs. By understanding these factors, the study aims to contribute to building a robust ETW ecosystem in India, advancing a sustainable transition to cleaner energy alternatives.

Impact of Social Media Marketing on Purchase Intentions in the Salon Industry

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ABSTRACT

Purpose: This research investigates the impact of social media marketing on purchase intention within the salon industry, with a focus on how social media influences brand image, shapes customer experience, and ultimately drives customers' decisions to visit salons. The primary objective of the study is to examine the mechanisms by which social media marketing enhances the brand image of salons and cultivates a unique customer experience that fosters purchase intention. Given the highly visual and service-oriented nature of the salon industry, this research explores how the brand's online presence affects customer perceptions and influences their behavioral intentions, especially in competitive markets where social media acts as a differentiating factor.

Design/methodology/approach: This study adopts a qualitative research approach, collecting primary data through questionnaire with a sample of salon customers (around 500) who actively follow salons on social media and have visited them as a result of that engagement. This targeted sampling allows for in-depth exploration of the reasons customers are attracted to particular salons, based on their social media engagement, and how their experiences align with the expectations set by the brand's online image.

Findings: The findings underscore the substantial role of social media marketing in influencing purchase intentions within the salon industry. The study found that customers who perceive a salon's social media profile as credible and aesthetically appealing are more likely to develop a positive impression of the salon's services, thus associating it with quality and reliability. The research highlights the importance of brand image in forming a positive customer experience. For instance, salons that showcase personalized services, client testimonials, and clear examples of their work on social media create an expectation of personalized, high-quality service. When customers' experiences match the expectations set by social media, they are more likely to share positive feedback, engage further with the brand online, and become repeat clients. The study also reveals a direct correlation between a well-maintained brand image on social media and increased purchase intention. As a result, the brand's social media presence becomes a continuous source of influence, prompting customers to not only visit once but to return and recommend the salon to others.

Originality: This study contributes to the growing body of literature on social media marketing's influence in service industries, with a specific focus on the salon sector a field where research has been relatively limited. Unlike previous studies that may generalize across industries, this research narrows down to the unique customer behaviors within the salon industry, offering a more detailed understanding of the customer journey from social media engagement to purchase intention.

Research limitations/implications: One limitation of this study is its qualitative nature and relatively small sample size, which may affect the generalizability of the findings across the broader salon industry. Additionally, the focus on customers who actively engage with salons on social media means the findings may not reflect the behavior of customers who rely on other factors, such as location or word-of-mouth recommendations, in selecting salons. Future research could address these limitations by employing a mixed-methods approach, combining qualitative insights with quantitative data to offer a more comprehensive understanding of how social media marketing impacts purchase intention across different customer segments.

Practical implications: The findings of this research offer actionable insights for salon managers and marketers aiming to enhance customer attraction and retention through social media. By developing a clear and consistent brand image that emphasizes quality and personalization, salons can appeal to customer expectations and differentiate themselves from competitors. Furthermore, the study emphasizes the importance of leveraging customer testimonials, high-quality visuals, and authentic engagement strategies to create a welcoming and trustworthy brand identity. Salons can use these insights to refine their social media strategies, encouraging prospective clients to visit and enhancing customer satisfaction.

Social implications: The research highlights the broader social impact of social media marketing in the personal care sector, underscoring how these platforms enable businesses to connect with customers on a personal level and respond to evolving customer expectations around service transparency, quality, and ethics. By establishing a positive online presence, salons contribute to a culture of trust and transparency in the service industry, addressing the modern customer's desire for authenticity and ethical service practices.

Keywords: Social Media Marketing, Brand Image, Customer Experience, Purchase Intention, Salon Industry, Customer Loyalty, Service Industry, Social Media Engagement, Consumer Behavior, Brand Perception, Customer Trust.

Empowering Agricultural Entrepreneurs: Exploring Technology Driven Solutions and Cooperative Models for Sustainable Growth

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ABSTRACT

Purpose: This research aims to investigate ventures within agriculture and case studies of individuals operating with restricted means. Its purpose is to evaluate the difficulties faced by individuals who work for themselves in marketplaces and look into the possibility of using tech-based services as long-term fixes. Ultimately, it seeks to provide a roadmap for supporting entrepreneurs in forming cooperatives and leveraging technology to improve farming outcomes.

Design/methodology/approach: The study employed a systematic analysis method to review peer-reviewed literature on entrepreneurial struggle in agribusiness. It focused on studies that highlight entrepreneurs' success and challenges in solving business inefficiencies. This involved keyword searches across relevant academic databases and articles.

Findings: Despite facing significant barriers and restrictions to expand their ventures which includes societal, financial, and infrastructural challenges entrepreneurs are building their businesses. The findings also highlight the need for more cooperative models and gaps in technology usages that specifically address the unique restrictions in agribusiness.

Originality: This study is unique in that it examines agricultural entrepreneurship among individuals with limited resources, integrates technology in an innovative way, and takes a practical approach to encouraging cooperative models. By addressing these crucial areas, the study aims to give significant insights and ideas that help improve farmers' livelihoods while encouraging sustainable agricultural practices by leveraging technology.

Research limitations/implications: The research can be applied by educators and service providers to foster and support entrepreneurs and help in developing agribusinesses for better farming outcomes and also promotes the equitable entrepreneurial ecosystem.

Practical implications: The research will empower agricultural entrepreneurs with technology-driven solutions. Cooperative models encourage collaboration, which increases bargaining power and networking. These advances not only support sustainable practices, but also enable real-time decision-making, which helps farmers adjust to changing situations.

Social implications: By showcasing successful entrepreneurs, the research provides role models and ideas for aspiring individuals who wants to pursue their entrepreneurial ambition and empower them to make a step forward in the particular field.

The Rise of Positive Luxury: How Sustainability is Transforming Brand Value in the Luxury Market

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ABSTRACT

Purpose: In today's luxury market, sustainability has shifted from a trend to a core expectation, especially among younger, value-driven consumers. This systematic literature review (SLR) explores sustainable luxury, focusing on the perceptions and cultural factors shaping eco-conscious brand strategies. Consumers, whose purchasing behaviors are increasingly influenced by global media and social awareness, respond to luxury brands that demonstrate environmental responsibility and cultural alignment. Drawing on Value-Belief-Norm Theory and Cultural Dimensions theory, this paper examines critical factors influencing consumer attitudes toward sustainable luxury, including trust in transparent sourcing, willingness to invest in quality over quantity, and the influence of cultural values. This study reimagines luxury marketing by embedding sustainability at the core of brand identity, aligning the values of exclusivity, quality, and ecological responsibility. In response to rising consumer awareness, luxury brands are now challenged to harmonize timeless appeal with environmental ethics. By exploring motivations behind sustainable luxury consumption—including the desire for enduring quality, ethical congruence, and status symbolism—this research presents a conceptual framework for luxury brands to meaningfully integrate sustainability. Through a systematic literature review (SLR) and bibliometric analysis, the study consolidates insights into a model that luxury brands can adapt to meet diverse consumer expectations across global markets Ultimately, this framework supports a more ethically aligned approach to luxury, guiding both academia and industry stakeholders in reorienting luxury branding toward lasting environmental and social impact.

Design/methodology/approach: This research employs a dual approach of bibliometric analysis and SLR, mapping key theoretical developments and identifying influential trends in sustainable luxury marketing. The bibliometric analysis identifies recurring themes and key theoretical perspectives within luxury marketing literature, tracing the shift from traditional luxury values to those incorporating sustainability-oriented practices. The study synthesizes findings from cultural and psychological influences—such as ethical alignment, self-identity, and status-seeking—to offer a nuanced model for how brands can align sustainability with aspirational luxury values. This integrative approach captures the evolving intersection of luxury and eco-consciousness, providing a holistic roadmap that is both academically grounded and practically applicable.

Findings: The review reveals that the luxury sector can indeed harmonize exclusivity and sustainability, reshaping traditional perceptions through strategies that emphasize quality, durability, and ecological integrity. Findings suggest that consumers increasingly value brands that incorporate ethical practices—such as recycling, transparent sourcing, and production accountability—signifying a shift towards

"positive luxury." This trend shows a growing demand for goods that embody both prestige and responsibility. Brands adopting these sustainable practices not only align with modern consumer values but also achieve unique positioning within a competitive market, fostering loyalty and enhancing long-term profitability.

Originality: This study contributes a structured roadmap for sustainable luxury marketing that is adaptable across diverse markets. By framing sustainability within the luxury paradigm, it bridges a significant gap in the literature, where luxury and sustainability have often been viewed as conflicting ideals. The framework encourages luxury brands to adopt eco-conscious strategies without compromising their aspirational appeal. This model offers actionable insights, enabling brands to meet and exceed evolving consumer expectations, thus aligning traditional luxury values with the demands of a sustainable future.

Research limitations/implications: The study's reliance on secondary data limits the ability to capture nuanced regional variations in consumer attitudes. Future research should involve empirical testing across diverse cultural contexts to further validate the framework's adaptability and effectiveness in fostering sustainable luxury consumption.

Practical Implications: For luxury brand managers, this research offers a strategic guide to infusing sustainability into brand identity in ways that resonate across cultures. By integrating localized craftsmanship, ethical transparency, and long-lasting quality, brands can appeal to today's eco-conscious consumers while preserving exclusivity. This adaptive approach positions sustainability as a competitive advantage, redefining luxury as both aspirational and ethically sophisticated.

Social Implications: The study advocates for a paradigm shift in luxury, promoting a responsible consumption ethos that balances environmental values with luxury's heritage of quality. By championing sustainability, luxury brands can reshape societal views on value, advancing a more mindful approach to consumption that is rooted in both prestige and purpose.

Keywords: Sustainable luxury, luxury branding, responsible consumption, consumer behavior, environmental sustainability, ethical sourcing, luxury strategy, cultural insights.

Brand Loyalty at Risk: Socially Unacceptable Mentions and the Cancel Culture Effect

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ABSTRACT

This study examines the transformational impact of cross-cultural interactions on consumer-brand relationships in today's highly connected digital age, where social media plays an important role in public discourse. Cancellation culture, in which a concerted effort is made to denounce or expel individuals or brands suspected of ethical and social violations, presents an unprecedented challenge to marketers and brand managers When surveyed in a quantitative study of 155 participants, the study examines demographic factors—such as age. gender, and social media influence, educational attainment and-consumer participation in boycotts, as it affects perceptions of brand apology and trust in online reviews.

Research shows that women are more likely to initiate boycotts than men, while Gen Z shows a higher association with cancellation culture activities, primarily due to social consciousness and social media promotion Social media platforms have been identified as important drivers of boycotts participation, serve as arenas of public expression and mobilization. Furthermore, the study shows that educational background determines consumer trust trends in the digital domain. Effective brand apologies can reduce negative perceptions and restore customer trust, emphasizing the importance of honest, transparent, and proactive approaches to problem solving to mitigate reputational damage.

The research highlights case studies such as Gucci's 2019 response to culturally insensitive policies and Starbucks' 2018 issue of racial bias, which show how social media can quickly escalate consumer behavior and affect brand name. This example highlights the importance of cultural sensitivity, social responsibility and transparency in brand communication. This research explores the implications of cancel culture on brand loyalty and consumer behavior in the digital age. Utilizing a quantitative survey of 155 participants, the study investigates demographic influences such as age, gender, social media engagement, and educational levels on consumer boycott participation, perceptions of brand apologies, and trust in online reviews. Findings reveal that women are more likely than men to initiate boycotts, with Gen Z demonstrating significant engagement in cancel culture-driven boycotts. Social media plays a pivotal role in driving boycott participation, while educational attainment influences trust in digital interactions. Brand apologies were shown to effectively mitigate negative consumer perceptions, underscoring their importance in reputation management. The study emphasizes the need for marketers and brand managers to consider demographic nuances, prioritize crisis management, strengthen digital engagement, and employ targeted strategies to address disparities in consumer activism. These findings offer valuable insights for navigating brand-consumer dynamics in an era shaped by heightened social consciousness and digital scrutiny.

The Digital Shift: Exploring Non-Human Influencers in Organic Food Marketing

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ABSTRACT

Purpose: This paper explores the under explored areas of the impact of virtual media influencers on organic food purchase intentions and evaluates the ways in which digital and cultural factors interact with motivations and behaviors in the consumer motivations and behaviors of the organic food sector.

Design/methodology/approach: After conducting a detailed literature review, the Theory of Planned Behavior (TPB) was used as a basis for which a model was built to explain consumer purchase intentions with respect to organic food. Among the salient constructs are cultural influence, virtual media influencers, green concern, and hedonic motivation. PLS-SEM is used in an attempt to test the reliability and validity of the model.

Results: From this study, it is determined that virtual influencers have a stronger influence compared to cultural and environmental concerns on consumer subjective norms and intention to buy organic food. These relationships are moderated by the demographical factors of age and gender and strengthen the understanding of consumer segmentation in the organic market.

Originality: This article uniquely introduces virtual media influencers into the TPB model to provide a contemporary approach to digital and cultural influences over organic food purchase intentions. It fills up the gaps in understanding how nonhuman influencers shape consumer attitudes and purchase intentions in a relatively unexplored context.

Research limitations/implications: The cross-sectional design of the study limits the causal inference. Future studies can expand by incorporating longitudinal data that tracks changes over time and explores more varied demographics.

Practical implications: Virtual influencers are an important tool for brands in the organic food market to engage with consumers and to increase consumer engagement. Virtual influencers open a new channel for brands to engage with young and tech-savvy consumers, thereby helping possibly develop better brand discrimination and environmental values.

Social implications: This paper has been considering the potential significance of digital innovation, as this could be one important factor toward sustainable consumption among consumers. Virtual influencers may incorporate environmental as well as hedonic appeals toward ethical consumption behavior.

Keywords: Virtual influencers, Organic food, Consumer purchase intentions, social media, Digital marketing, sustainability, cultural influence, green concern, hedonic motivation, PLS-SEM

Good at Ferret out: Understanding the Perceptions of and Practices Among Gen Z Students in Selecting Institute for Higher Education

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ABSTRACT

Higher education institutions are facing increasing competitive pressure from existing and new entrants in the global higher education marketplace. For higher education institutions that offer higher education programs, the competitive pressure is further exacerbated from marketplace imbalances caused by the mismatch between the mushrooming of higher education program providers and the relatively small pool of potential candidates. Hence, they have begun adopting marketing-oriented strategies to differentiate themselves from their competitors. Given this modern marketing-oriented strategies of higher education institutes, exploration of students' perspectives is an overlooked topic, especially among the Gen Z students. Having mentions in the literature regarding the idiosyncratic nature of Gen Z in higher education context, we conduct a qualitative inquiry among 15 students to explore the perceptions of and practices among Gen Z students in India. Our sample was from multiple business school campuses of Kerala, which is often regarded as one of the highest in literacy rate in India. Thematic analysis of responses from students revealed various themes and categories like, ranking of the institution, faculty profile of the institution, average package of students from the institute, general ambience and campus life in the institute, etc. Further, the theoretical and practical implications of the study are also discussed.

Sustainable Banking Practices: A Study on the Role of Artificial Intelligence in Shaping Customer Perception and Satisfaction

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ABSTRACT

Purpose: The primary objectives of this study are to explore the role of artificial intelligence and its applications in the modern banking sector, particularly in enhancing customer service and operational efficiency. The research aims to evaluate the impact of AI-driven tools, such as chatbots, robo-advisors, and predictive analytics, on customer satisfaction in banking. It also seeks to analyze the factors influencing customer satisfaction in an AI-driven environment, focusing on aspects like reliability, time efficiency, and trust. Additionally, the study examines whether AI technology can provide a consistent and effective alternative to traditional banking methods, as well as its potential to improve services and save customers' time.

Design/methodology/approach: The study adopts a quantitative research design to examine the role of artificial intelligence in shaping customer perception and satisfaction in banking within the Vadodara District of Gujarat, India. A survey of 100 clients from five major banks viz., State Bank of India, Axis Bank, ICICI Bank, Yes Bank, and HDFC Bank was conducted to gather primary data using structured questionnaires using a simple random sampling method. The research employs several statistical techniques such as the Chi-square test to assess relationships between categorical variables, factor analysis to identify key factors influencing customer satisfaction, correlation analysis to measure the strength of relationships between AI adoption and satisfaction, and regression analysis to predict the impact of AI-driven tools on overall customer satisfaction. Data analysis was conducted using SPSS software. Ethical considerations were addressed by informing participants about the study's purpose, obtaining consent, and ensuring confidentiality throughout the research process.

Findings: The findings reveal that demographic factors such as gender, education, income, and region show strong associations with perceptions of AI in banking (p =.000), while age (p =.448) and occupation (p =.963) do not significantly impact AI perception. Additionally, banking attributes like frequency of online banking, use of AI-driven fUeatures, and bank customer duration are significantly associated with AI perception (p =.000), but there is no significant relationship with bank account type (p =.994), comfort with technology (p =.066), or device used (p =.231). Dimension reduction identified five key components: AI tools for personal finance management, trust and confidence in AI decisions, AI for investment and financial advice, AI's role in enhancing security and personalization, and AI in customer service and efficiency—all with strong factor loadings above 0.6. The model explains 84.7% of the variance in customer satisfaction with AI-driven banking ($R^2 = 0.847$), and the adjusted R^2 (0.819)

suggests robustness despite multiple predictors, with a small standard error of estimate (2.86891).

Originality: This research uniquely examines the role of AI in modern banking, focusing on customer satisfaction and trust. It evaluates AI tools like chatbots, predictive analytics, and robo-advisors, exploring their impact on customer experiences and preferences across demographics. The study identifies gaps in literature regarding trust in AI systems and their long-term effects on satisfaction and loyalty. Additionally, it emphasizes underexplored areas such as data privacy concerns and algorithmic bias. With a mixed-method approach and a geographic focus, the study offers valuable insights into the dynamics of AI-driven banking services.

Research limitations/implications: The sample may not fully represent non-users of AI tools, limiting generalizability. Self-reported data could introduce bias due to social desirability. Moreover, rapid advancements in AI may affect the longevity of findings, necessitating continuous research. Banks should adapt AI solutions to diverse demographic preferences while improving transparency around data privacy and security. Building trust in AI systems is essential to enhance customer satisfaction and loyalty.

Practical implications: AI tools like chatbots can provide 24/7 customer support, reducing wait times and enhancing experiences. Robo-advisors offer personalized financial advice, increasing accessibility, while predictive analytics proactively address customer needs, boosting loyalty. Automating routine tasks with AI can lower costs and improve efficiency, allowing human resources to focus on complex services. By integrating these technologies, banks can create seamless, customer-centric experiences, fostering retention and competitiveness.

Social implications: AI adoption in banking can promote financial inclusion and accessibility for underserved populations through round-the-clock assistance and tailored guidance. This can help reduce the digital divide, especially in rural or marginalized communities. Ethical AI practices and robust data safeguards can foster trust and mitigate fears of job displacement. A human-centered approach to AI integration promotes financial empowerment and equitable access to banking for all.

Keywords: Artificial intelligence, Modern Banking industry, Customer satisfaction, Digital Transformation, AI Driven Innovation, Sustainable Banking, Customer engagement and Decision Intelligence.

The Transformative Role of Chatbots in Customer Service: Insights from Generation Z

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ABSTRACT

Introduction: Chatbots have fundamentally transformed the domains of marketing and customer service by providing round-the-clock assistance. This technological advancement significantly improves customer experience, which serves as a crucial differentiator in the contemporary hyperconnected and competitive marketplace. This research specifically investigates Generation Z (born 1997–2012), a demographic recognized as digital natives, and explores the implications of chatbots on their levels of satisfaction. Objective and Methodology: The primary aim of this research was to analyze the extent to which perceived ease of use (PEOU), perceived playfulness (PP), and perceived usefulness (PU) of chatbots affect customer experience and user satisfaction within the context of an emerging market. Data were gathered through a self-administered questionnaire completed by 200 participants. The subsequent data analysis employed Confirmatory Factor Analysis (CFA) and Linear Regression Analysis to substantiate the proposed hypotheses. Findings: The research reveals that perceived usefulness and self-service experience emerge as the most significant predictors of user satisfaction. Chatbots that deliver accurate, pertinent information coupled with a positive interaction experience substantially elevate user satisfaction levels. Although perceived ease of use and playfulness do contribute to satisfaction, their influence is comparatively less significant. Generation Z, in particular, demonstrates a preference for chatbots that seamlessly integrate functionality with engaging and playful interactions. Conclusion: Chatbots serve as transformative instruments for customer service, particularly for Generation Z, who prioritize both efficiency and enjoyment in digital interactions. It is imperative for organizations to focus on the development of chatbots that exhibit high levels of perceived usefulness along with engaging features to fulfill the expectations of this demographic. Ongoing enhancements informed by user feedback are vital for sustaining satisfaction and securing a competitive advantage in the digital marketplace. Implications for Businesses: This study emphasizes the critical role of chatbots in nurturing customer loyalty and enhancing user experiences. By addressing the specific needs and preferences of users, businesses can capitalize on chatbot technology to forge stronger customer relationships and ensure sustained growth in an increasingly digital landscape.

Keywords: Chatbots, Customer experience, Perceived usefulness (PU), User satisfaction

Reconceptualizing Consumer Cynicism

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ABSTRACT

Consumer cynicism, traditionally classified as an attitude, is reconceptualized in this paper as a belief to provide deeper insights into its origins and influence on consumer behavior. This shift in perspective aligns cynicism with fundamental cognitive processes, thereby advancing the theoretical understanding of its impact on consumer decision-making. Drawing from the definitions and frameworks of beliefs and attitudes in consumer behavior literature, this study argues that cynicism operates as a core belief system, encompassing perceptions of selfishness and dishonesty, which subsequently inform attitudes and behavioral responses. The paper explores the belief formation process, categorizing consumer cynicism as a product of direct experiences, inference processes, and external informational influences. By distinguishing belief from attitude—where belief represents cognitive associations and attitudes embody affective evaluations—this study highlights how consumer cynicism beliefs can evolve into specific cynical attitudes toward brands, products, or marketplaces. These attitudes further interact with subjective norms and perceived behavioral control to shape intentions and behaviors, ranging from neutral to positive or negative.

A conceptual model is proposed, delineating the antecedents and consequences of consumer cynicism beliefs. Factors such as personal experiences, social influences, and external communication are identified as drivers of cynicism, while personality traits act as moderators. The model illustrates the transition from cynicism beliefs to attitudes and their ultimate influence on purchasing behavior. Behavioral outcomes are classified into neutral (unchanged purchasing patterns), negative (brand avoidance or negative word-of-mouth), and positive (reaffirming behavior due to cognitive dissonance). The study introduces a threshold model to quantify the intensity of cynicism and predict consumer responses. It hypothesizes that when cynicism surpasses specific thresholds, consumers exhibit increasingly critical behaviors, transitioning from private skepticism to active discouragement of others. Conversely, the absence of alternatives may compel consumers to adopt positive behaviors, alleviating cognitive discomfort by promoting or continuing to use the criticized brand. This reconceptualization provides both theoretical and managerial implications. Theoretically, it expands attitude theory by positioning consumer cynicism within the cognitive realm, advancing understanding of its role in shaping attitudes and behaviors. Practically, it offers actionable insights for marketers, enabling them to anticipate and address consumer skepticism effectively. By identifying the antecedents and behavioral thresholds of cynicism, businesses can develop strategies to mitigate its negative impacts, enhance consumer trust, and foster long-term loyalty.

In summary, the paper advocates a paradigm shift in understanding consumer cynicism, positioning it as a fundamental belief system that informs attitudes and behaviors. This nuanced perspective offers a robust framework for future research and practical applications in consumer relationship management.

Improving Customer Orientation of the Indian Police Department

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ABSTRACT

With the focus of the organizations shifting toward a customer-oriented approach, the importance of the research efforts in this field cannot be overstated. The concept becomes even more salient in the case of public service organizations, for instance, the police department of a country. As the police play a pivotal role in society, their lack of empathy towards the public or their customers, as we can say, can lead to large-scale dissatisfaction and a feeling of despair among people. The service orientation of an organization encompasses both the customer orientation of its employees, as well as the systems and processes that constitute the organization. Drawing on the concepts from relevant areas, a model of the impact of an employee's personality and organizational service orientation on the customer orientation of service employees has been theoretically developed. I propose that the employee's personality and organizational service orientation will both have a significant impact on the customer orientation of the employee, with organizational service orientation acting as a mediator between the employee's personality and customer orientation. The model was empirically tested using a survey-based research questionnaire and data analysis was done using SPSS proving the proposed relationships. The implications of the findings for the police department have been discussed at the end.

The Uncanny Positivity of AI Hallucination

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ABSTRACT

Purpose: The primary objective of this research is to explore the phenomenon of AI hallucinations, particularly focusing on their unexpected positive outcomes. By examining how these hallucinations can be beneficial, the study aims to provide a nuanced understanding of AI errors and their potential applications.

Design/methodology/approach: Despite extensive research on AI accuracy and reliability, the positive aspects of AI hallucinations remain underexplored. Most studies focus on mitigating these errors rather than leveraging their potential benefits. This gap highlights the need for a nuanced understanding of AI hallucinations' positive dimensions. This study employs a multidisciplinary approach, integrating theories from social psychology, psychology, and marketing. Through a combination of literature review, netnography, and theoretical analysis, the research proposes a framework of positive AI hallucinations. Real-life examples from healthcare, creative industries, and marketing are analysed to illustrate the practical benefits of AI hallucinations.

Findings: The key findings reveal that AI hallucinations can lead to positive outcomes in various domains. In healthcare, they enhance diagnostic tools by augmenting training datasets. In creative industries, they inspire novel artistic expressions. In marketing, they create engaging and personalized content that resonates with consumers. These findings suggest that AI hallucinations, when properly harnessed, can be valuable assets rather than mere errors.

Originality: This research is unique in its reframing of AI hallucinations as potential assets. By leveraging established theories such as Social Comparison Theory, Positive Illusions Theory, and Expectancy-Value Theory, the study provides a comprehensive understanding of the positive impacts of AI hallucinations. This innovative perspective challenges the conventional view of AI errors and opens new avenues for research and application.

Research limitations/implications: The study acknowledges the limitations of focusing primarily on the positive aspects of AI hallucinations. Further research is needed to balance these findings with the potential risks and negative consequences. Additionally, the long-term effects of AI hallucinations on user behaviour and mental health require further investigation.

Practical implications: Organizations can leverage the positive aspects of AI hallucinations to enhance user engagement and satisfaction. In healthcare, AI-generated synthetic images can improve diagnostic accuracy. In creative industries, AI hallucinations can inspire new artistic creations. In marketing, AI-generated content can increase consumer interest and drive sales.

Social implications: By exploring the positive dimensions of AI hallucinations, this research contributes to a more nuanced understanding of AI's role in society. It highlights the potential for AI to enhance human creativity, improve healthcare outcomes, and foster innovation. This aligns with UN SDG Goal 9: Industry, Innovation, and Infrastructure, promoting sustainable industrialization and innovation.

Impact and Value of Artificial Intelligence and Related Technologies on Marketing Functions- A Review Based on Organizational Capability

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ABSTRACT

Purpose: To ascertain the impact and value of the adoption and use of Artificial Intelligence(AI) and related technologies by organizations for achieving gains in marketing-related activities in view of Dynamic Marketing Capabilities (DMC).

Design/methodology/approach: A theme-based review to provide collective insights on the impact of AI through theoretical synthesis into the field of Marketing was conducted with a three-stage approach. In the first stage of "planning the review", a preliminary literature review was conducted to gain insights about AI applications in marketing to identify the gaps in previous studies and formulate the objectives. The second stage, "conducting the review, " began with identifying relevant literature by undertaking a keyword search based on the knowledge gained from the preliminary literature review. Scopus database was used to find literature published in A* journals as per the ABDC system. In total, *47* papers met all the criteria for inclusion in the review. Each of the papers was categorized into one of the themes representing avenues or functions of Marketing where AI and allied technology were applied along with the identified DMC. Five themes were identified. First, Customer Response and Relationship Management (27 papers); second, Advertising and Sales Promotion (7 papers); third, Market Research (5 papers); fourth, Sales Management (3 papers); and Finally, Multiple Functions Considered Together (5 papers). Next, the sub-themes were identified for each of the five themes related to AI applications as enablers. Keeping in mind the contexts and major impacted factors, the overall impact on those factors was classified/codified into "Mostly Positive", " Mixed", and "Mostly Negative." Based on the number of cases with a greater number of positive, mixed, or negative, the overall impact was decided for each of the themes. The last stage was "reporting, " which summarized existing work conducted for each theme, found knowledge gaps, and developed further scope of the subject for future scholars.

Findings: The overall impact of the identified AI application enablers was mostly positive for the marketing function of Customer response/CRM, Market Research, Sales Management, and other combination of functions. The impact was identified to be mixed for Advertising and Sales Promotion, which was eye-opening as most of the applications of AI in marketing are in the field of Advertising, as per the latest reports.

Originality: Use of Dynamic Marketing Capabilities and thematic review to ascertain the impact of different AI-related enablers on various important marketing functions to get a holistic view from an organization perspective.

Research limitations/implications: All marketing functions could not be considered. Also, there were a few ambiguities related to the categorization of the impact into mostly positive, mixed, or negative. The impact on the different factors was context-specific and AI application-specific and might not be generalized to all cases. More studies are required on the impact of AI on Sales Management and Market Research. Future studies may be conducted with respect to other avenues of marketing functions related to DCM, like price setting capability, market planning capability, product management capability, new product development capability, brand management capability, customer knowledge creation capability and market knowledge creation capability. Considering the negative impact of AI and other technologies related to it, the DC literature may be extended with respect to the factors and conditions which lead to technology acting as a disabler for building organizational capabilities.

Practical implications: Factors like the degree of emotional connection attempted by AI and the degree of human-likeness of AI systems must be ascertained and kept within limits. The customer should not feel less powerful compared to an AI-based system. Privacy guarantees may be framed to enable the customer to disclose personal information. Also, AI can be projected as an aid to human service agents for the best possible results. While implementing an automated product recommender system, advertisers must take sufficient care to ensure the least possible erroneous recommendations. If the same is against the customer preference, it affects the customer acceptance, satisfaction, and loyalty to the organization. Further, in B2B scenarios, the relationship among various actors is negatively affected by the implementation of AI-related systems. Therefore, firms engaged in B2B operations and marketing must be cautious while implementing AI-based marketing solutions.

Social implications: There is the implication of AI's effect on daily life due to AI-based targeted advertising and interaction with organizations as customers as well as data privacy and security concerns of individuals.

Keywords: Artificial Intelligence, Dynamic Capabilities, Dynamic Marketing Capabilities, Marketing, Organization, Impact, Value

Drivers, Awareness, and Barriers in the Success of Sustainable Packaging: A Case Study on an Indian University

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ABSTRACT

Human lifestyle and technological adaptation are changing quickly, considerably influencing the selling and buying system. For example, consumers can now order food online and get delivery at their doorstep, e.g., Zomato, Swiggy, Box8 etc. Similarly, seller can sell their products, like grocery items, clothes, etc., to any customer around the nation or globe, e.g., Flipkart, Myntra, Amazon online shopping, etc. However, in the meantime, it is also going to cause a serious problem to the environment and society in the form of packaging waste. Eventually, sustainable packaging has emerged as a critical focus in India due to the growing environmental concerns associated with plastic waste and non-biodegradable materials. Several barriers hinder the widespread adoption of sustainable packaging solutions in the country. One of the primary challenges is the high cost of eco-friendly materials, which often makes them less attractive for manufacturers and businesses compared to cheaper plastic alternatives. Additionally, there is a lack of infrastructure for recycling and composting, with many recyclable materials still ending up in landfills due to inefficient waste management systems. This study examines the key barriers and perceptions of sustainable packaging among the Indian student community. A questionnaire is designed, and the responses of students are collected. We found that awareness and demand for sustainable options are also limited among students, as more than 64% of the respondents are not willing to pay extra premium for adapting sustainable packaging materials. However, when we divided the response based on product category segmentation, the statistical test showed that categorization affected the response. We found that 54% of the respondents agreed to afford sustainable packaging when procuring electronics goods, surprisingly not food items. We found that the presence of standardized regulations and incentives for businesses can considerably improve the transition to sustainable packaging. This response data set reflects the views of a younger demographic that generally supports sustainability but is also highly price-sensitive.

Keywords: Sustainability; Packaging; Bio-polymer; Consumer research

Persuasion for Anti-Consumption of Clothing – A Case Study using behavioural Marketing

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ABSTRACT

Consumption patterns for clothing has often been dictated by more factors than mere needs for protection, modesty or survival. Often seen as a product of conspicuous consumption, fashion has been an entity reflecting one's social status and individual expression, prompting an increasing narrative by brands and retailers to create implied social needs amongst consumers. Stakeholders in the fashion and lifestyle business have been influencers in driving consumption, focussing on narratives like appropriate clothing, celebration of trends etc. However, with increasing concerns on an ecologically and economically sustainable future, the focus on blind consumption of clothing and the unaccounted-for waste that it generates after use, has necessitated the use of communication tools that dissuade, rather than encourage, consumption. Keeping in line with business concerns, such frameworks require a careful application of behavioural science such that brands can push consumers to buy, and yet desist from consuming without a need.

This paper seeks to explore the role of behavioural science for reinforcing anti-consumption for fashion The concept is explored as a mix of connotations such as anti-acquisition, anti-disposal, pro-long usage etc, rather than a general perception of "no consumption" as an umbrella term. The drivers for influencing these connotations towards lowered consumption is also explored. Behavioural tools such as heuristics and biases used in brand communication are actively scrutinised in brand communication content. Using a case-study approach, the paper explores communication tools of multiple organisations involved in clothing production and retail, and actively uses content analysis of the brand advertisements, website language, and visual imagery, towards understanding existing usage of consumption re-enforcement. Using cases of benchmark brands that promote or re-enforce anti-consumption, the role of communication strategies is explored at multiple levels- Brand / Organisation, Designer/Product, and at retail/point of sale level.

The findings outline the role of participatory design and consumer engagement in creating an endowment effect, thereby nudging consumers in feeling responsible for what they create. It outlines the role of language and imagery to create a more user-centric clothing economy, and the likely effect of this towards generating more pro-usage connotations amongst the consumers. It also identifies the use of framing effects on the text and imagery used by fashion brands that may influence consumers towards anti-acquisition of new products and anti-disposal of existing products. The presence of de-influencers and their role in engaging with consumers towards consuming less and buying only what is required, is also studied under the representativeness heuristic, validating the effect of social proof in reduced buying of products.

For a world that is moving towards sustainable practices, use of choice architecture by sellers of clothing is the most viable means to create behavioural change and address the value-action gap in consumers. This paper seeks to make that one small step amongst stakeholders of fashion, to commit towards a collective, sustainable future.

The study uses the findings to draw a policy framework for the clothing industry, which can be the cornerstone for brands and retailers to aid in influencing anti-consumption, while still promoting purchases. It may pave way for researchers to explore the role of these in consumer engagement and Purchase intention, and brands and designers to consciously create a narrative for responsible consumption and explore the role of consumer engagement in more sustainable anti-consumption practices.

Evolution of Distribution Channels for Life Insurance in India

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ABSTRACT

Purpose: The objective of this paper is to trace the evolution of the distribution channels for Life Insurance in India that will highlight the key aspects of this evolution. It will also analyse the trends in distribution and try to deduce the reasons for these trends. It will indicate the emerging trends for the future

Design/methodology/approach: This is a qualitative paper written by two senior Insurance practitioners based upon their experience of over three decades each in the Life Insurance Industry in India. The referred data is secondary data in public domain, which is published by the Insurance regulator, IRDAI, Life Insurance council, Institute of actuaries of India, Insurance Institute of India and the insurance companies

Findings

- Tied agency is still the dominant channel though its declining one.

- LIC of India is still primarily reliant on tied agency

- LIC of India agents are more productive than private companies

- Bancassurance is the key channel for private Life Insurers

- Online channel is the among the fastest growing channel of distribution

- Despite all this, India still has a very low Life Insurance penetration as compared to mature Insurance markets.

- India still lacks number of channels which are popular in mature Insurance market.

- It's imperative for the Indian Life Insurance companies to aggressively pursue the Multi-modal distribution model to increase the Life Insurance penetration

Originality: It gives a Life Insurance practitioner's perspective on the Evolution of Distribution Channels in Life Insurance in India. Currently no such study on this topic is available which is done by Life Insurance practitioner who worked before and after liberalisation of the sector in India. In this sense this is unique.

Research limitations/implications: It may lack in academic rigour written by a full-fledged academician. It projects a simple approach paper that would highlight the important aspects of life insurance distribution. It will be easily understood by even a layperson.

Practical implications: Life Insurance penetration is an area of concern for the India Insurance regulator and government. IRDAI has set a goal of universal insurance coverage by the year 2047.This paper will throw light on few of the factors essential for increasing insurance penetration in India.

Social implications: The decline of tied agency channel may have an impact on the employment scenario especially in rural India as millions of people are engaged directly as Life Insurance intermediary or are working with them.

The poor suffers most because of lack of insurance cover as there is very little savings to fall back upon in case of a major catastrophe. Thus, lack of life insurance cover or inadequate life insurance coverage for the poorer section of society is an area of concern in India. Increase of Life Insurance penetration will have positive impact on the society. This study and its analysis of Distribution Channels will help Insurer in leveraging existing channels and think of new channels of distribution. This will lead to increase in Insurance penetration and reducing the insurance protection gap.

Keywords: Life Insurance, Distribution, Tied agency, Alternate channels, Bancassurance

Beyond Relaxation: How Nostalgia-Infused ASMR Content Transforms Brand Narratives

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ABSTRACT

Purpose: This study explores the combined influence of Autonomous Sensory Meridian Response (ASMR) and nostalgia marketing on consumer engagement and brand perception. By analyzing user-generated content on YouTube, the research aims to identify the emotional themes evoked by ASMR, assess the differential impact of nostalgia-infused ASMR content, and examine the implications for brand strategies and consumer behaviour.

Design/methodology/approach: A text mining approach was employed to analyze approximately 10, 000 YouTube comments on ASMR videos. The dataset was categorized into nostalgia-driven ASMR content—featuring retro elements like vintage soundscapes—and general ASMR content, focusing on universal auditory triggers. Preprocessing techniques, including tokenization, lemmatization, and stop-word removal, ensured high-quality data. Topic modelling tools such as Latent Dirichlet Allocation (LDA) and BERTopic uncovered recurring emotional themes, while sentiment analysis classified the tone of user responses. The conceptual framework integrates Emotional Contagion Theory, Mood Management Theory, and Social Identity Theory to provide a deeper understanding of the findings.

Findings: The research identifies three dominant emotional themes: relaxation, nostalgia, and comfort. While general ASMR content elicits strong feelings of calm and stress relief, nostalgia-driven ASMR amplifies these responses by invoking personal memories and a sense of familiarity. Comments on nostalgic ASMR videos frequently mention vivid recollections of the past, such as childhood experiences, underscoring the deep emotional connections fostered by this content.

Comparative analysis reveals that nostalgia-enhanced ASMR generates higher emotional engagement than general ASMR. The combined sensory-emotional stimuli create dual impacts—relaxation through ASMR and emotional warmth through nostalgia—leading to stronger connections with the content and associated brands. These emotional responses correlate with improved brand perception, heightened consumer trust, and increased purchase intentions.

Originality: This research uniquely integrates ASMR and nostalgia marketing into a single study, leveraging user-generated content to uncover nuanced emotional and behavioural insights. It combines traditional topic modelling (LDA) with advanced methods like BERTopic to extract fine-grained themes, offering an innovative approach to understanding consumer sentiment. By bridging sensory marketing with nostalgia's emotional pull, the study highlights unexplored pathways for enhancing consumer engagement and brand loyalty.

Research limitations/implications: The study's reliance on YouTube comments, while offering valuable insights, may not fully capture the diversity of ASMR and nostalgia experiences across other platforms or demographic groups. Additionally, automated text mining techniques, while robust, may overlook nuanced emotional expressions requiring qualitative analysis. Future research could extend the scope to include platforms like TikTok or Instagram and integrate physiological measures of emotional response, such as Galvanic Skin Response, for a more comprehensive understanding.

Practical implications: Marketers can harness ASMR and nostalgia to create emotionally resonant campaigns that deepen consumer connections and enhance brand loyalty. By strategically incorporating sensory triggers like soft sounds or nostalgic visuals, brands can evoke relaxation and emotional warmth, fostering trust and engagement. For example, industries like wellness, food, and entertainment can benefit by integrating these elements into their digital strategies to craft memorable and impactful content.

Social implications: This research underscores the growing importance of emotional well-being in digital content consumption and addresses the objectives of UN SDG Goal 3 regarding Good Health and Well-being. ASMR and nostalgia content offer therapeutic benefits, such as stress relief and emotional comfort, contributing to viewers' mental health. By designing campaigns that prioritize these emotional needs, brands can play a meaningful role in promoting relaxation and psychological well-being in their audiences. Additionally, ethical considerations surrounding the use of nostalgia and ASMR to evoke strong emotions call for responsible marketing practices that respect consumer vulnerabilities.

Keywords: ASMR, Nostalgia Marketing, Consumer Engagement, Brand Perception, Sensory Marketing, Emotional Resonance, Topic Modelling, Sentiment Analysis, Digital Marketing, Emotional Contagion, YouTube Content, Behavioural Insights, UN SDG Goal 3

The Role of Consumer Confidence as a Mediator in the Relationship between Financial Literacy and Impulsive Buying Behaviour

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ABSTRACT

Purpose: This study aims to investigate the influence of financial literacy on impulsive buying behaviour among millennials and Gen Z, with a particular focus on understanding the mediating role of consumer confidence. By examining how varying levels of financial literacy impact impulsive buying tendencies, this research seeks to uncover the psychological and behavioral mechanisms that drive purchasing decisions within these generational allies.

Design/methodology/approach: This study uses a descriptive cross-sectional online study. The study used quantitative research methodology. A questionnaire survey with 320 respondents was conducted using random sampling method.

Findings: The findings revealed that the financial literacy has a significant impact on impulsive buying behaviour and consumer confidence. Moreover, this study establish that consumer confidence is a significant mediator. The study also uncovered a positive correlation between financial education and impulsive buying tendencies. The study revealed that more formal financial education was more likely to exhibit impulsive buying behaviour if they felt confident in their ability to handle their finances. This suggests that financial education programs should be more nuanced, considering not just the knowledge of financial principles but also the psychological impacts of this knowledge on consumer behaviour.

Originality: This research stands out in the existing literature of financial literacy and impulsive buying behaviour. Also, this study is challenging the traditional perceptions of financial literacy reducing impulsive behaviour, offering a different perspective on the topic.

Research limitations/implications: The study is limited to a specific age group. The study principally looked at adults (millennials and Gen Z). For of this, the results might not be applicable to people of other ages or from different backgrounds. Future research should explore variations across demographics and cultures to arrive at various other perspectives.

Practical implications: Policymakers and educators should tailor financial education programs to address confidence-induced impulsivity. Marketers can leverage this insight to make better strategies.

Social implications: The study explains the complex impact of financial literacy on consumer behaviour and impulsiveness in shopping. Advocating a balanced approach in financial education, can help in building a responsible future.

Keywords: Consumer Confidence, Financial Literacy, Impulsive buying behaviour, Generation Z, Millennial's, Simple mediation analysis, Behavioral Psychology, consumerism, consumer behaviour,

Navigating Filter Bubble in Social Media using Bibliometric Study

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ABSTRACT

Purpose: Filter bubble, state of intellectual isolation arising from personalized messages was coined during the 2016 US Presidential Elections, where Facebook's tailored posts influenced voter's ideology.

Filter bubble has its roots from political marketing is equally relevant in consumer marketing. Facebook and Twitter tailor content that limit information diversity and reinforce the existing beliefs. Similarly, AI–based algorithms personalise the social media advertisements creating information cocoons. Though personalisation leads to informative and relevant advertisements, too much of it can lead to intrusion and privacy control. Hyper personalization is a common issue in both areas where it inhibits the user from being fully aware of the information to make objective decisions.

The paper adapts bibliographic coupling to discuss comprehensive themes on hyper personalisation due to filter bubble. One of the themes brings attention to 'automated serendipity', and 'ideological polarization' which help to devise sophisticated marketing strategies. Ideological polarization gained attention during the 2016 US presidential election. US conservatives preferred Fox News while Liberals stood strongly on the news shared by CNN and NPR. The news readers were shown personalized information as per their ideals that resonated with their beliefs. It had a much greater influence as media channels influenced users based on their beliefs. The dynamics of ideological polarization can be leveraged in marketing, especially for products tied to specific consumer beliefs.

When brands engage in belief-based personalisation, it significantly improves purchase intention due to ideological congruence. For example, a person purchases from Brown Living which sells plastic-free and toxin-free everyday products to support sustainable consumption, or buys luxurious brands to express his ideal self-concept. Consumers prefer brands whose brand ideology is congruent with their own belief system, which also leads brand loyalty. Congruence leads consumers to higher involvement with the brand and choose the brand over others.

Although personalized algorithms enhance customer satisfaction, they also create filter bubble that restrict access to diverse information. This phenomenon influences decision making, making it crucial to balance the benefits of personalized algorithms to mitigate the drawbacks of over-personalization. To overcome the shortcomings, we performed a comprehensive bibliometric analysis of the filter bubbles. In doing so, we strive to enrich the extant literature and contribute to a better understanding of the filter bubble and its implications for social media platforms.

We address the following questions-:

- Which are the prominent institutions, nations, and authors across the globe?

- What are the publication networks and collaborations over time?

- What research frontiers, trends, and core topics are associated with the research domain?

Methodology : Bibliometric analysis aims to identify the research hotspots and trends in published works on filter bubbles using R Studio and VosViewer. Bibliometric analysis revealed leading author, country, and institutional collaborations.

Data collection was guided by a search process with a defined protocol. The data file was extracted from Elsevier Scopus.

The data extraction guide involved a TITLE – KEYWORD – ABSTRACT search in the Scopus database. The PRISMA protocol directed the systematic review process. The results identified 539 records with filter bubbles. As per the screening process, only English articles were included, resulting in 221 records. The inclusion criteria were articles that had keywords such as filter bubbles, SOCIAL MEDIA, PERSONALISATION, or PERSONALIZATION.

Findings: This paper presents a comprehensive overview and clearly visualized analysis of publications related to filter bubbles until March 2023 in the Scopus database. The bibliometric analysis focuses on filter bubble-related journal articles, which reveal several bibliometric indicators, such as influential authors, journals, and academic institutions. Through the analysis of these indicators, possible inter-collaborations and hot topics were found in this knowledge domain. This crucial information lays the foundation for future research.

To provide a comprehensive view of the filter bubble and social media, this study has worked on three research questions covering research trends; global collaborations in terms of author, country, and institution.

The maximum Quality over Quantity is true in academia. Helberger, who has published the maximum number of research articles, did not have the highest citation-to-publication ratio. On the other hand, a paper titled Should we worry about filter bubbles? has been cited by many authors (C/P - 235) and co-authored by Boda, Vresse, and Borgeius. This paper discusses how personalized content on social media affects news readers, proving the maxim of quality over quantity.

It is interesting to note that the USA has strong collaboration with other European countries The USA was also a pioneer research country Many European institutions have led further collaborative research. Studies contributed by Asian countries are at a nascent stage, which suggests the need for further collaborative research among continents for insightful work. The institutional overlay initialization network shows that the University of Amsterdam has been a leader in collaborative research.

The latter part of the paper discusses how personalized marketing strategies have led to hyperpersonalisation. Traditional recommender systems offer personalized recommendations by adopting content-based filtering and collaborative filtering. Albeit, traditional recommender systems have created filter bubble that isolates the users from other alternatives. Filter bubble leads to ad fatigue and passive user

responses. Highly accurate recommendations make advertisements boring and irritating. The bibliographic coupling brings insights into triple filter bubble, misinformation, and audience fragmentation. Strategies like automated seredipidity and ideological polarisation can be a pill for hyper-personalisation. Platform- specific dynamics elevates the marketing strategies as per user behaviour. These insights help marketers to build effective strategies.

Practical implications: Although this research focuses on the application of scientometrics and the exploration of filter bubble research in academia, it also has practical relevance. Practitioners can benefit from current research findings in various ways.

Studies suggest focusing on exposure diversity to mitigate the effects of hyperpersonalisation. The diversity-sensitive recommender system can provide a desirable level of exposure diversity by providing personal autonomy and choice to the consumers. A marketer needs to adopt certain practices and metrics to provide 'ideal recommendation'. Continuous modifications in the systems as per consumer response, collection of survey responses after an advertisement is shown, Eg Youtube, and providing people the power to control the extent and exposure of recommendations. Certain metrics to understand consumer response to these systems by studying navigation behavior, measuring the attention span by tracking eye movements, pages followed in social media will help to design a consumer-specific design system.

The strategic application of the triple-filter framework allows marketers to broaden exposure and stimulate curiosity, mitigate the impact of filter bubble. The dynamic interaction among individual, social, and technological filters helps to better consumer experiences and leads to brand discovery.

For example, a Riya prefers a specific makeup brand. The cognitive bias makes her loyal to the brand is a part of individual filter. In her social filter, she is reinforced by her choice due to her social friends. Nykaa, an e-commerce application shows ads on that specific makeup brand based on the recommender system. The dynamics of three filters has created a filter bubble. The marketer need to carefully understand the triple filter interplay to introduce a new product by 'serendipitous recommendations' to convert latent interests into an exploration phase.

It clear that each social networking platform has different levels of usage and appeal for certain demographics (Kitchens et al., 2020). Social media marketing differs in targeting specific groups based on platform-specific dynamics based on user demographics. Product promotions would vary from hashtags, influencer posts, interactive polls, and organic conversation as per the platform catered. Facebook users respond strongly to algorithmic filtering while Twitter users do not algorithmic filtering due to strongly held opinions. Marketers can use highly engaging polls for Facebook and real time conversations via hashtags in Twitter. Comprehensive studies on platform-specific dynamics are valuable, as social media serves as an effective marketing tool.

Audit studies conducted on YouTube reveal are algorithmic filtering misleads consumers (Robertson et al., 2018). The audit research can help inform the development of algorithms that prioritize both relevance and credibility, ultimately

leading to a more positive and trustworthy experience for users across different digital platforms.

Although the academic community has conducted substantial research on filter bubbles in recent years, a push for practical action is still required, particularly from the perspective of developing countries. Policymakers, research centers, and institutions studying the impact of filter bubbles should consider related research findings. Business managers can benefit from this research's results to better understand customers' behavioral intentions and decision-making in the filter bubble. In this way, they can implement the value-creating initiatives suggested by academia.

Using Cultural Capital for Sustainable Urban Development in India: Insights from Khon Kaen Municipality

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ABSTRACT

Purpose: The cultural heritage of India serves as a significant asset in the pursuit of sustainable urban development. Integrating cultural capital into urban management allows cities to tackle modern challenges while maintaining their distinct identities. Cultural capital may significantly influence urban management by enhancing community involvement, stimulating economic development, and safeguarding cultural heritage. Urban centres in India need to implement creative approaches to leverage their cultural resources, guaranteeing that progress is equitable and sustainable. In this manner, it is possible to develop urban spaces that respect historical contexts while simultaneously fostering a sustainable future that can also provide employment to the hidden talent of the city. This research examines how Indian towns might use cultural capital for sustainable development, inspired by the success of Khon Kaen Municipality, Thailand, in using "Isan wooden Buddha statues" for urban development. This study examines case studies from India, emphasizing the use of cultural capital into urban development. Research indicates that using cultural legacy in places such as Varanasi, Jaipur, and Mysuru fosters social cohesiveness, economic prospects, and environmental sustainability.

The study mainly focuses on analysing the influence of cultural capital on advancing sustainable urban development in India, examine case studies of Indian cities that have effectively incorporated cultural heritage into urban management and lastly to suggest practical approaches for utilizing cultural assets in the context of urban planning in India. Additionally, this research underscores the importance of fostering local talent and providing employment opportunities through cultural projects. Empowering communities not only strengthens cultural identity but also supports the livelihoods of artisans and preserves traditional knowledge for future generations. By building partnerships among stakeholders—including citizens, authorities, and private entities—urban governance can become more inclusive and sustainable.

Design/Methodology: Examination of the influence of cultural capital on urban governance in India and across the globe. Analyzing Indian cities such as Varanasi, Jaipur, and Mysuru that have integrated cultural heritage into their urban development strategies. These Case studies showcase diverse approaches: Varanasi integrates spiritual heritage with urban renewal through initiatives like Ganga Aarti, Jaipur revitalizes artisanal crafts to enhance livelihoods, and Mysuru leverages cultural festivals like Dasara for community engagement and tourism. Extracting valuable insights from the approach of Khon Kaen Municipality towards cultural capital and tailoring it to fit the Indian context. Primary sources encompass government reports,

urban planning frameworks, and research on cultural heritage management. Secondary sources encompass scholarly articles and sustainability reports.

Findings: The Khon Kaen model provides insightful guidance for urban development in Indian cities. The municipality utilized "Isan wooden Buddha statues" as a means to enhance social cohesion and create economic opportunities (Vilachai, 2017). Essential components of its achievement encompass: Community-Driven Initiatives: Enabling local communities to assume responsibility for cultural projects. Comprehensive Urban Planning: Harmonizing cultural preservation with overarching urban development objectives. Knowledge Dissemination: Advancing traditional wisdom via workshops and community outreach initiatives. The collective cultural assets of a community, often referred to as cultural capital, are essential in the realm of urban management. In India, these assets encompass historical monuments, traditional crafts, festivals, and intangible heritage such as music and dance. Utilizing these resources can enhance: Economic Growth: The impact of cultural tourism on local economies is substantial. For example, the encouragement of traditional crafts like blue pottery and block printing in Jaipur has enhanced the livelihoods of artisans and increased the city's revenue. Social Cohesion: Events such as Durga Puja in Kolkata promote community involvement and collaborative efforts, creating opportunities for inclusive urban governance. Environmental Sustainability: The revitalization of traditional practices, like water harvesting systems in Rajasthan, exemplifies the potential of cultural knowledge in fostering sustainable resource management.

Practical implications: Based on the findings, the following strategies are proposed for Indian cities: Policy Integration: The incorporation of cultural preservation into urban planning frameworks is essential, accompanied by specific funding allocations for heritage initiatives. Public-Private Partnerships: Collaborations with private entities can offer essential financial and technical support for cultural initiatives. Community Engagement: Creating avenues for conversation among citizens, local authorities, and cultural stakeholders fosters inclusive governance. Digital Tools: Utilizing technology to record and showcase cultural heritage has the potential to captivate younger audiences and draw in a worldwide following. Sustainable Tourism: Creating environmentally conscious tourism frameworks that emphasize the importance of cultural heritage and ecological integrity.

Originality/value: There are very few papers who have highlighted on the importance of cultural economy especially in context of India considering sustainability as well.

Keywords: cultural capital, sustainable development, urban management, India, community engagement, heritage conservation

Collaborative Fashion Consumption as an Alternative to Fast Fashion – A Systematic Literature Review from Consumer, Business and Sustainability Perspective

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ABSTRACT

Fast fashion dominates the fashion market consumption. This implies that more garments are being purchased than ever before, but they are worn far fewer times(Bedford, 2020). For example, in Canada, an average of CAD$3430 is spent on clothing annually (Bedford, 2020), which equates to approximately 70 new items yearly or a 400% increase in garment purchases from only two decades earlier (CBC, 2017; Duggan, 2018; Lavin, 2020). The fast fashion phenomenon has not only made garments more accessible to all parts of society due to their cheap price points but also made them more disposable, which is one reason why it is nicknamed 'throwaway fashion' (Bick et al., 2018; Blazquez et al., 2020; Chua, 2019). Consequently, there has been a noticeable rise in the underutilization of clothing, leading to 10 million tonnes of textiles being discarded in North American landfills every year (equivalent to 37 kg per consumer), even though 95% of these could potentially be recycled or reused (Sun, 2018). This represents a substantial and escalating issue.

However, it is clear now that this strategy of substituting products is less effective than previous estimates held it to be (Peattie & Peattie, 2009). More importantly, it is remarkable that up to 60 percent of the environmental impact of products comes from the consumption stage of their product lifecycle, e.g., four cleaning and fast replacement (Koefoed & Skov, 2010). WRAP (2012) conducted research to identify overall patterns of environmental impact based on estimates of the quantities and effects of clothing at each lifecycle stage. Considering that the data used in this study reflect approximations, it was estimated that one-quarter of the carbon footprint of the clothing lifecycle comes from the usage phase and that the post-usage phase accounts for almost two-thirds of the whole lifecycle waste (WRAP, 2012). Changing lifestyles to be more sustainable requires more eco-efficient products and new patterns of product use and consumer behavior (which is also true for a sustainable economy in general(Lorek & Spangenberg, 2014). Collaborative consumption, particularly in fashion (CFC), holds promise for mitigating material overconsumption in today's fashion industry. Some authors have already studied aspects of CFC in their research on collaborative consumption (e.g., De la Calle Vaquero and De la Calle Calle, 2013; Leismann et al., 2013; Schor, 2013) or product service systems for clothing (Armstrong & Lang, 2013; Armstrong et al., 2015).

Purpose – This paper aims to explore the current literature on Collaborative Fashion Consumption concerning consumer, business and life cycle management studies. The paper aims to delineate the classification of CFC, explore associated business models,

identify critical factors, and provide a sustainability perspective, incorporating lifecycle assessment studies

Design/methodology/approach -This article examined 58 research articles in the field of Circular Fashion Consumption (CFC) through the Theory-Context-Characteristics Methodology (TCCM) framework.

Findings – The paper explains the typology of CFC and also identifies key factors such as subjective norms, attitude, fashion consciousness, past sustainable behavior for consumers sustainability motives, and cost structures as crucial factors for business.

Practical implications – The results can assist companies of collaborative fashion to enhance their strategies to attract consumers looking for creative reuse of items, for example, by offering repair and revitalization services and promoting meetings to share tips on how to reuse items creatively. Companies can also improve communication campaigns by focusing on the product itself rather than price, which seems to be more effective in the context of collaborative fashion consumption.

Digital Strategies for Consumer Engagement: Analyzing Online Sales Promotions for Large Appliances in the Indian E-commerce Ecosystem

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ABSTRACT

Purpose: The primary objective of this research is to examine consumer attitudes toward online sales promotions in India, focusing on large appliances such as refrigerators, washing machines, air conditioners and dishwashers. By identifying the factors that shape consumer perceptions, the study aims to provide actionable insights for e-commerce platforms to design effective promotional strategies.

Methodology: The study employs a quantitative approach, collecting data from 467 Indian consumers through a structured survey featuring 17 Likert-scale statements. Factor analysis was utilized to identify key components influencing consumer attitudes. Reliability and suitability were assessed using Cronbach's Alpha and the KMO measure, respectively, ensuring robust data analysis.

Findings: The research identifies five primary factors influencing consumer perceptions of online sales promotions: Savings (financial benefits and budget relaxation), Quality (assurance of product excellence and brand upgrades), Convenience (ease of purchase and time efficiency), Status (personal pride and emotional fulfilment from smart shopping) and Variety (access to diverse products and opportunities for brand exploration). These factors collectively explain 73.7% of the variance in consumer attitudes toward online sales promotions.

Originality: This study is distinctive in its focus on large appliances in the Indian e-commerce context, an area less explored in existing literature. By combining utilitarian and hedonic dimensions, the research introduces "status" and "variety" as novel factors influencing consumer perceptions, expanding upon established theoretical frameworks.

Research limitations: The study's reliance on convenience sampling and its focus on a specific product category may limit the generalizability of findings. Future research could explore longitudinal changes in consumer perceptions and comparative studies across different product categories and regions.

Practical implications: E-commerce companies can enhance engagement by tailoring promotional strategies to emphasize savings, quality assurance, seamless shopping experiences, and an extensive product range. These insights are particularly relevant for optimizing campaigns targeted at price-sensitive and digitally native consumers.

Social implications: The research highlights the potential of online sales promotions to make essential consumer durables accessible to a broader audience, contributing to improved living standards and economic inclusivity in India.

Keywords: E-commerce, online sales promotions, consumer durables, large appliances, consumer perception, sales strategy, monetary benefits, hedonic benefits, shopping convenience, brand status, product diversity, Indian market trends

Humour in the Digital Age: Examining Generation Z's Comedic Preferences and its Social Media Marketing Implications

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ABSTRACT

Purpose: The objective of this research is to study how Gen Z's preference for humour, particularly nonsensical and absurd humour on digital platforms, influence their interaction with a brand and how these humour styles foster social interactions among Gen Z, and how marketers can harness these humour styles for effective, humour driven social media marketing campaigns. Apart from the marketing aspect this paper also addresses the gap in study about the early access of digital technology by this generation and how it contributed in the development of pseudo words and brain rot humour, which now permeates mainstream media, further illustrating the randomness and absurdity driving digital content by providing a thorough analysis of all the trends within the context of Gen Z's Cultural and Psychological landscape.

Design/methodology/approach: For better understanding of how Gen Z responds to absurdist and nonsensical humour and how brands can leverage these preferences in their marketing strategies this study will follow a qualitative research design. For this study, a purposive sampling style with elements of snowball sampling will be used to recruit 16 individuals falling in the Gen Z strata the age range of which is 18 to 25, making use of in-depth semi structured interviews with Gen Z participants to understand their humour trend preferences and digital media habits, will be used as an insight for the brands. Pilot interviews will be conducted before the in-depth interviews that are planned post December 2024, meanwhile a secondary research on the same will be conducted that analyses the social media campaigns of the brands, Swiggy and Nykaa, a content analysis on the different humour approaches by them and addressing how they leverage absurd humour to target Gen Z consumer.

Findings: As the research is ongoing, the findings based on assumptions, preliminary observations and literature suggest that, Gen Z's humour preference is influenced by their early digital exposure on top of it they seek content with brevity and randomness, that gives them instant gratification. This has created an opportunity for brands as Gen Z are their new potential market, and with their humour driven digital content they can contribute in this ongoing trend of cultural and psychological change.

Originality: The paper taps the intersection of nonsensical humour with digital media and consumer behaviour, on top of it also studies the marketing angle, of how the brands leverage onto new social media marketing trends, in order to cater the upcoming generations. This paper not only identifies key drivers amongst Gen Z that lead them to build a peculiar taste and newer communities on Digital Platforms but also recommends marketers to tap onto these evolving landscapes.

Research limitations/implications: This study is important because it dwells on the changing humour preference of Gen Z, a topic that has yet received attention in existing literature. With the rapid shift from convectional to digital media humour, understanding these tendencies will provide valuable insights. However, this study is solely based on qualitative data for now, and through the planned interviews biases me arise around preferences, which may not fully generalize to all in the Gen Z community.

Practical implications: By examining how Gen Z uses absurdist humour, brands can leverage on content that resonates with the audience and make their campaigns more impactful. This increases the loyalty of the brands and marketers among the Gen Z - a potential market for these brands Also, an understanding on how newer sub cultures are born through the preferences and habits of this generation, and how they consume digital media, will be studied.

Social implications: The research highlights how nonsensical humour fosters community bonding and cultural identity within Generation Z. Moreover, the research's planned objective is to get a better understanding of what content resonates with Gen Z's unique humour preferences, fostering stronger connections with the brands. The findings will assist in improving communication strategies for better engagement with Gen Z, bridging the gap between content and audience preference in this evolving digital landscape, also while getting an understanding of Gen Z's social dynamics in the digital age.

Keywords: Gen Z, Nonsensical Humour, Absurd Humour, Cultural Identity, Digital Media, Social Media, Marketing, Community, Consumer Behaviour, Memes, Brand Engagement, Marketing Strategies.

Effectiveness of Neighbourhood Stores in Last Mile Delivery for Online Shopping

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ABSTRACT

Technological advancement has made retail as one of the most competitive industry. Partnership between large pure online retailers and supermarkets/department stores indicates a new strategy of how big corporations are intending to dominate the retail market through online platforms and efficient delivery process. Thus there is the potential of an uneven competitive environment between large and small retailers which may give rise to technological populism. However, there is still an opportunity especially for small neighbourhood retail stores to join the competition of last mile delivery as they are located in close proximity to consumers' residence. Therefore, this research investigates the effectiveness of the collaboration between pure online retailers and small neighbourhood retail stores in fulfilling the last mile delivery. A mixed method comprising of two focus groups and online questionnaire survey was employed. Implication of the study facilitates policy makers to create healthy competitive retail environment that ensures the survival of small retailers. Further enabling collaboration between small neighbourhood retailers and e-commerce companies in delivering efficient online shopping experiences.

Exploring the Role of Perceived Benefits and Trust in Consumer Purchase Intentions for Ayurvedic Products in Rural Karnataka Markets

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ABSTRACT

Purpose: The objective of this research is to analyse the variables that impact the purchase choices of consumers about Ayurvedic medications in the rural parts of the state of Karnataka. With the objective of highlighting accepted benefits such as natural composition, safety, effectiveness, and cultural alignment as vital components that impact the intention to buy, a substantial amount of emphasis is placed on the relevance of perceived benefits and trust. This is done with the intention of highlighting the significance of these elements.

Design/methodology/approach: In order to gather information from four hundred individuals who resided in rural Karnataka, a quantitative research technique was used, and a systematic questionnaire was utilised from the very beginning of the study process. In order to examine the relationship between perceived advantages and trust, as well as the cumulative influence that these two elements have on the intention to make a purchase, statistical studies such as regression and structural equation modelling were carried out. These studies were carried out in order to study the relationship between two components.

Findings: Based on the findings, it was concluded that the combination of perceived advantages and trust accounts for sixty-five percent of the variation in purchase intentions. This conclusion was reached in light of the dataset. By enhancing the importance of purchase choices and enhancing the influence of perceived advantages on customer decisions, trust demonstrated its position as an essential mediator. This was shown by the fact that it magnified the relevance of purchase choices. As a result of the connection between trust and perceived benefits, it is evident that trust amplifies the power of perceived advantages. This highlights the significant role that trust plays in influencing the behaviour of potential consumers.

Originality: The purpose of this research is to provide a unique contribution by providing novel insights into the relationship between perceived advantages and trust in the process of altering customer behaviour. This is accomplished via the investigation of Ayurvedic goods in rural Karnataka, a market that has been relatively underexplored.

Research limitations/implications: In light of the fact that the research was carried out just in rural Karnataka, it is probable that the conclusions of the study would not be immediately applicable to other locations. This is because the cultural and economic situations in other regions are distinct from those examined in this study. For the purpose of doing more research, it would be conceivable to conduct an analysis of new

locations, use qualitative research methodologies, or analyse additional aspects such as pricing tactics and brand loyalty.

Practical implications: The findings highlight the necessity for Ayurvedic product manufacturers and marketers to place an emphasis on developing trust through initiatives such as transparency, quality assurance, and messaging that is culturally appropriate: all of this should be done while highlighting the specific benefits of the products that they manufacture. These acts have the potential to strengthen the confidence that consumers have in the company and to promote the expansion of the market in a way that is sustainable.

Social implications: The expansion of the Ayurvedic industry may be encouraged by policymakers in a number of different ways. Two of these approaches include the introduction of quality certification systems and the improvement of consumer education. Consumers in remote regions will eventually benefit from an improvement in trust and accessibility as a consequence of this in the long run. The execution of such initiatives has the potential to increase the acceptability of conventional healthcare methods among groups who are underserved from the healthcare system

Exploring the Market Strategies & Growth Pattern of SaaS Companies in India

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ABSTRACT

This empirical study explores the go-to-market strategies and growth pattern of Software- As-A Service (SaaS) companies in India. The structured- questionnaire based survey was undertaken with responses from the sales and marketing professionals, as well as the key managerial personnel working in software as a service industry and a response of three hundred and one has been considered. This article focuses on Business growth and continuity. Then the article identifies key aspects of GTM strategy, for customer acquisition, customer retention and tries to relate to different marketing metrics for this industry. The survey also reviewed the key opportunities. The finding revealed flexible pricing, increased investment, exploring new markets, curated customer support, and regional adaptation were key opportunities for this sunrise industry. The survey also, highlighted the key impediments to the growth of the industry. We identified infrastructural inadequacy, lack of easy finance, talent scarcity, were a few key impediments. The practical implication of this survey will be for existing companies, new entrants & policy makers, & academicians to understand the business implications in more detail.

Awareness, Attitude and Willing to Participate in Circular Economy as the Anecdotes of Purchase decision of Pre-owned Baby Products: A PLS SEM Approach

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ABSTRACT

Introduction to the Study: The study analyses the increasing relevance of sustainable consumption in the parenting behaviour by examining awareness, attitudes, and willingness to participate in the circular economy through the purchase of pre-owned baby products. The growing environmental awareness in consumers has changed the nature of the second-hand market, especially for baby products. Parents are increasingly looking for cheaper and sustainable alternatives to new products, which is in line with the circular economy's ethos—reusing, recycling, and repairing. However, safety, hygiene, and social stigma issues often work against buying second-hand. Despite these challenges, second-hand baby products offer an affordable and sustainable way forward for families. In an effort to understand the interactions of attitudes and behaviors that surround parental use of the secondary market, this research is carried out to determine the relevance to the circular economy.

Objective: The primary objective of this study is to examine the factors influencing parents' decisions to purchase pre-owned baby products. Specifically, it investigates how awareness of the circular economy shapes attitudes, the barriers that inhibit adoption, and the role of willingness to participate in driving purchasing decisions. The study also aims to provide actionable insights to normalize the use of second-hand baby products and reduce associated stigma, thereby fostering sustainable consumption practices.

Methodology: A stage-wise; review of the available literature was carried out to design the conceptual framework. primary data collection in the form of an online survey given to 442 parents, wherein Tier 1 and Tier 2 cities were selected as respondents for increased awareness about circular economy practices. The self-administered questionnaire with two parts formed the survey: key constructs include attitude, awareness, barriers, willingness to participate, and decision to buy, whereas demographic characteristics have formed the second part. The responses were analyzed with PLS-SEM and other constructs like awareness and barriers are further checked with the criteria of convergent and discriminant validity.

Findings: The research study showed that parents with high awareness of the circular economy were more likely to have positive attitudes toward buying second-hand baby products. Awareness significantly influenced both willingness to participate and actual purchase decisions. In addition, it was found that safety concerns, perceived hygiene issues, and social stigma were major barriers whereas cost-effectiveness and environmental benefits were primary drivers of purchasing decisions. Parents

appreciated the fact that second-hand goods were cheap, and they could help in preventing further waste. Willingness then became a mediator between the awareness and the purchasing behavior, thus underlining the fact that favorable conditions must be created for participation in the second-hand market. Age and family size, too, were demographic factors emerging from the results, thereby influencing attitudes and decisions. For example, younger parents and those with more children were more likely to engage in sustainable consumption.

Implication of the study: For marketers, the research generates practical recommendations on how to deal with concerns relating to safety and quality among parents that give used baby products a more attractive look. Strategies such as certification programs, clear usage history, and quality assurance can build trust and reduce resistance among potential buyers. Digital platforms may help facilitate purchases and trading so that the market and purchase access is increased with conveniences to consumers.

For society, the outcomes emphasize the need to promote sustainable consumption as part of broader circular economy goals. Through the normalization of pre-owned baby products, stakeholders can help reduce waste, conserve resources, and foster an eco-conscious culture for families. Furthermore, economic benefits from second-hand markets can alleviate financial burdens from low-income families, thereby allowing sustainable options to reach more people.

Conclusion: This research bridges a critical gap in understanding parental attitudes toward pre-owned baby products, highlighting on the factors that encourage or discourage their adoption. The study addresses these determinants, which contribute to the growing body of knowledge on circular economy practices and sustainable consumption. It offers practical recommendations for marketers to tap into this emerging segment and for policymakers to design interventions that foster a more sustainable future.

Comparative Analysis of Customer Relationship Management (CRM) of 'State bank of India' (SBI) and 'ICICI' Bank in Patna

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ABSTRACT

TRACK 2: HUMAN RESOURCE MANAGEMENT

Reshaping the Future of HRM through AI and Blockchain Technology

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ABSTRACT

Purpose: The primary objective of this study is to investigate the role of management in the digital transition of Human Resource Management (HRM), specifically examining the impact of Blockchain and Artificial Intelligence (AI) technologies. The study focuses on understanding how these technologies influence HRM practices and explores the trends, challenges, and opportunities associated with their integration.

Design/methodology/approach: The research employs a comprehensive review of existing literature and case studies to assess the effects of AI and Blockchain on HRM. The methodology includes analyzing current trends, identifying key challenges such as legislative ambiguity and interoperability issues, and evaluating strategic approaches for successful digital HRM transformation. The study integrates insights from strategic management and leadership theories to provide a holistic view of the digital HRM landscape.

Findings: The study finds that Blockchain provides a decentralized framework for data management and validation, yet faces challenges like legislative ambiguity and interoperability issues. AI, combined with Blockchain, offers significant opportunities for innovation in HRM. Successful digital HRM transformation depends on strategic leadership that combines agility and vision. The study highlights the crucial role of management in fostering an innovative culture, addressing stakeholder concerns, and navigating technological integration.

Originality: This research is unique in its focus on the dual impact of AI and Blockchain on HRM and the strategic role of management in facilitating this transition. It offers novel insights into how these technologies can be integrated into HRM frameworks and emphasizes the importance of proactive adaptation and strategic planning.

Research limitations/implications: The study is limited by potential variations in technology adoption rates and organizational readiness, which may affect the generalizability of the findings. Future research could explore the long-term effects of AI and Blockchain on HRM and investigate strategies for overcoming specific implementation challenges.

Practical implications: The findings provide actionable recommendations for policymakers and businesses, including the need for fostering collaboration between HR and IT departments and prioritizing workforce upskilling initiatives. These

strategies are essential for leveraging AI and Blockchain technologies to drive HRM innovation.

Social implications: The research highlights the transformative impact of AI and Blockchain on HRM, suggesting that effective digital HRM transformation can lead to enhanced organizational excellence and competitive advantage in the digital era. By carefully integrating these technologies, organizations can lead the evolution of HRM practices and contribute to broader societal advancements in workforce management.

Keywords: Human resource management, artificial intelligence, blockchain technology, transformation, digital

An Approach Towards Work-Life Balance Among Women Professionals

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ABSTRACT

Purpose: The primary objective of this study is to explore how working women balance their personal and professional lives amidst the various challenges they face. The study aims to understand the critical factors influencing work-life balance (WLB) and to provide solutions for improving this balance in the workplace.

Design/methodology/approach: This research employs a review of secondary data collected from a range of sources, including websites, journals, magazines, and publications. The study analyses existing literature and data to examine the significance of work-life balance for working women and identifies the key factors that impact their ability to manage both personal and professional responsibilities.

Findings: The study finds that work-life balance is a significant issue for working women, with their performance being notably affected by their ability to manage personal and professional demands. Key challenges include the difficulty in allocating sufficient time to both family and job responsibilities, which leads to stress and conflict. The research concludes that achieving a satisfactory work-life balance is crucial for enhancing performance and well-being among working women.

Originality: This research is unique in its focused examination of work-life balance specifically for working women and its analysis of the impact on performance. It highlights the critical need for effective strategies to help working women manage their dual roles and offers insights into the broader implications of work-life balance on professional effectiveness.

Research limitations/implications: The study is limited by its reliance on secondary data, which may not capture the full scope of individual experiences and recent changes in workplace dynamics. Future research could benefit from primary data collection and longitudinal studies to provide a more comprehensive understanding of work-life balance issues over time.

Practical implications: The findings underscore the importance of implementing strategies and policies that support work-life balance for working women. Practical solutions may include flexible working hours, improved family support systems, and organizational practices that accommodate the needs of working mothers.

Social implications: The research highlights the broader social implications of work-life balance, emphasizing that addressing these issues can lead to improved well-being and performance for working women. By fostering a more supportive work

environment, organizations can contribute to reducing stress and conflict, thereby enhancing overall quality of life and productivity.

Impact of Inclusion on Employee Engagement: A Systematic Literature Review

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ABSTRACT

Research Objective: This systematic literature review explores the impact of inclusion on employee engagement. The main objective is to analyze how inclusive practices in the workplace influence employee engagement, focusing on fostering a sense of belonging, empowerment, and participation. Additionally, the review aims to identify key factors driving this relationship and highlight gaps in the current body of research.

Methodology: A descriptive analysis approach was used to examine 30 peer-reviewed articles published between 2013 and 2023. Using the keywords "inclusion, " "employee engagement, " and "diversity, " three prominent journals covering organizational behavior, management, and psychology were searched in order to find the relevant papers. The selected studies were subjected to a thematic analysis to identify patterns and trends in how inclusion influences employee engagement across different organizational settings. To provide a complete understanding of the inclusion-engagement dynamic, both quantitative and qualitative findings were included.

Major Findings: The review found that inclusion has a significant beneficial impact on employee engagement. Inclusive workplaces promote psychological safety, teamwork, and reduce feelings of marginalization, resulting in increased levels of engagement. Maintaining participation requires inclusive leadership and equitable development opportunities. However, the level of influence varies by industry, demographic composition, and organizational structure. The assessment also emphasizes that, while diversity is important, true engagement is driven by the implementation of inclusive policies that ensure all employees feel appreciated and heard.

Keywords: Inclusion, Employee Engagement and Diversity

Exploring the Influence of Servant Leadership on Innovative Work Behaviour: The Role of Perceived Diversity and Inclusion Practices in the Workplace

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ABSTRACT

Purpose: In the ever-evolving field of organizational behaviour, understanding the influence of leadership on employee attitudes, behaviours, and performance is crucial for fostering innovative work behaviour. Servant leadership, introduced by Robert K. Greenleaf in 1977, emphasizes prioritizing Diversity and Inclusion Practices in creating a supportive work environment. Despite the growing interest in leadership styles and innovation, there remains a research gap in understanding how servant leadership influences innovative work behaviour through diversity and inclusion practices. This study aims to bridge this gap by examining the connection between servant leadership and innovative work behaviour, with a serial mediation of perceived workforce diversity and inclusion practices.

Design/methodology/approach: This research employs a longitudinal methodology, targeting teaching professionals in undergraduate and postgraduate management programs at deemed universities in Tamil Nadu, India. The investigation utilizes snowball sampling, a non-probability technique, disseminating Google Forms through professional WhatsApp groups. Participant anonymity is maintained via an introductory message in the form. Data collection occurred in two stages: the initial phase gathered information on demographics, servant leadership, and innovative work behaviour, while the second phase conducted four weeks later was collected responses on mediating variables specifically inclusion practices and perceived workforce diversity. The final sample after validation and data cleaning comprises 523 participants.

Findings: Structural equation modeling (SEM) was used to analyse the direct and indirect effects of servant leadership on innovative work behaviour through the mediators. CB-SEM analysis was employed using the software SMART PLS 4.1.0.6. The analysis reveals that servant leadership has a direct and significant positive impact on innovative work behaviour. Both inclusion practices and perceived workforce diversity serve as significant mediators in the relationship between servant leadership and innovative work behaviour. Individually, and also combinedly each mediator demonstrated a positive effect on the relationship. Specifically, inclusion practices were found to enhance innovative work behaviour by fostering a supportive environment that encourages creativity and collaboration. Similarly, perceived workforce diversity positively influenced innovative work behaviour by promoting varied perspectives and ideas, which are critical for innovation.

Originality: The originality of this research lies in its holistic approach, examining how these theoretical frameworks interact to create a more nuanced understanding of diversity's role in enhancing institutional innovation and performance by integrating three significant theoretical frameworks: Servant Leadership Theory, Diversity and Inclusion Theory, and Self-Determination Theory. Each of these theories provides valuable insights that can help management faculty develop a deeper understanding of the educational and practical implications of fostering diversity in academic and administrative environments.

Research limitations: Expanding the research to include diverse organizational contexts, industries, and cultures can help generalize the findings and explore how cultural differences influence the effectiveness of servant leadership and diversity practices on innovation as this study focused on educational institutions. Future research could explore how technological tools and digital platforms for inclusion, such as AI-driven diversity management systems, influence the relationship between leadership and innovative work behaviour.

Practical implications: Institutions can use these findings to develop leadership training programs that emphasize servant leadership qualities, encouraging leaders or the department heads to focus on empowering, supporting, and including employees to enhance innovation. Managers can use insights from this study to design performance management systems that reward inclusive and servant leadership behaviours, aligning these leadership practices with broader organizational goals of innovation and growth. Human resource departments can formulate policies that promote servant leadership, workforce diversity and create a more inclusive culture, leading to improved innovative outcomes among employees.

Social implications: By fostering innovative work behaviour through diversity, inclusions and servant leadership, institutions can contribute to societal progress, as innovative solutions often address broader social challenges and drive community development. This study highlighted the importance of perceived workforce diversity and inclusion practices that should be encouraged by institutions to actively reduce workplace discrimination and biases. It also advocates the institutions to follow the servant leadership style to leverage individual differences, which contributes to broader societal goals among all teaching professionals.

Keywords: Servant leadership; innovative work behaviour; inclusion practices; perceived workforce diversity; educational institutions; deemed universities; teaching faculty.

Silence in the Workplace: A Review on the Role of Everyday Sadism

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ABSTRACT

Purpose: The purpose of this study is to gain a deeper understanding of "Everyday Sadism", a dark personality trait, in the context of the workplace and its role in developing culture of silence in the workplace.

Design/methodology/approach: For this review paper, a "systematic literature review" was conducted. Credible databases such as Google Scholar, ScienceDirect, Scopus, JSTOR, and PsycINFO were used to gather comprehensive secondary data. The inclusion criteria for the research papers were those published after 1999, while the exclusion criteria were those published before 1999. Keywords such as "Everyday sadism at workplace, " "Everyday sadism and employee silence, " "Everyday sadism and counterproductive work behavior", "Counterproductive work behavior and employee silence" were used to find relevant articles during the search.

Findings: In our rigorous review, we have identified that sadists possess dark empathy, cognitive empathy, and lack affective empathy. People are drawn to them for their intelligence and charm. Their intelligence, charm and dark behavior, collectively, help them in escaping employers critical scrutiny during their selection process. They are driven by power and cleverly choose their targets based on emotional vulnerability, intentionally causing them harm. They engage in behaviors such as hiding knowledge, displaying unprovoked aggression, displacing aggression onto innocent individuals, and intentionally hurting others. They also participate in corrupt practices to gain profit. They excel in political maneuvering to gain power and accomplish their goals. Additionally, they partake in counterproductive work behaviors like bullying, trolling, mocking, pranking, spreading rumors, and gossiping to feed their ego and derive pleasure from others' discomfort, creating a sense of fear among employees and colleagues. As a result employees consciously choose to remain silent.

Originality: Everyday sadism is an aspect of personality that has been relatively under-researched, especially in the context of the workplace. There is no literature that covers the relationship between everyday sadism and employee silence. Using "abductive reasoning", we could establish an indirect relationship between the two: everyday sadism leads to counterproductive work behavior, which in turn leads to employee silence, based on secondary data. Through this research, we also aim to draw researchers' attention to "everyday sadism, " an under-explored dark trait that has the potential to spread incivility in the workplace.

Research limitations/implications

1) This research is based on secondary data.

2) Limited research exists on everyday sadism in the context of the workplace.

3) There is no literature covering everyday sadism and employee silence in their respective contexts.

Practical implications: The findings of this research, based on secondary data, can provide a basis for further empirical studies by researchers. This paper can also help practitioners and policymakers develop an understanding that a sadistic colleague or boss could be the reason for employees quitting their jobs, instill fear in employees, create a toxic workplace environment through uncivil behavior, and lead to employees remaining silent. Overall, this research can contribute to the promotion of "Green HRM" and the development of better psychometric tests for employee selection and retention.

Social implications: This research aligns with Sustainable Development Goal 8, which focuses on promoting decent work. The research aims to provide a road-map for improving work-life quality, ensuring safe working conditions, and controlling workplace discrimination. These efforts can directly or indirectly contribute to economic growth.

"Conscious Organisations" Finally Important: A Study of Green HRM

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ABSTRACT

Purpose: In recent days the perils of environmental damage have forced many organisations to concentrate on environmental initiatives. One of the important dimensions of the organisations has been human resource management. It is also a fact that organisations have to be "Conscious" to think about employees, customers, society, and the environment at large. If organisations are only bothered about the bottom-line and not conscious about their actions on the environment, then it would be difficult to enforce environmental initiative in a true sense. The purpose of the study is to find that if an organisation is conscious then does it have motivated and committed employees? The present study was conducted to see if Conscious organisations having GHRM policies show employee engagement, motivation, commitment and behaviour.

Design/methodology/approach: A literature review was conducted to identify gaps, and a quantitative methodology was used, It was found that there is a dearth of studies explaining GHRM and employee engagement, employee motivation, employee behaviour, and employee Commitment and sustainability. A structured questionnaire was developed having variable GHRM, employee behaviour, motivation, engagement commitment, and sustainability. The questionnaire was distributed online to employees working in IT organizations in Delhi NCR. 6 organizations were covered in three tiers of the IT sector. The sample size was 150. The model depicts Conscious organizations having GHRM and its relation with employee engagement, employee motivation, employee behaviour, and employee Commitment and sustainability.

Findings: The authors found that there is a relationship between GHRM and employee behaviour, motivation, engagement commitment, and sustainability, and GHRM also has an impact on employee behaviour, motivation, engagement, commitment, and sustainability. The model and theory established that "Conscious" organizations have highly engaged, motivated, and committed employees.

Originality: Though there have been many studies on green HRM, the present study is a comprehensive study on the relationship of Green Human Resource Management (GHRM) and whether it has a relation with employee behaviour, engagement, motivation, organizational commitment, and sustainability. The goal is to investigate the link between the Organisation's direction, GHRM practices, and key employee outcomes, which are critical for organizational sustainability. The uniqueness of the study is that it establishes that organisations having GHRM policies are Conscious organisations and having engaged, motivated, and committed employees will bring great performance and employees would contribute to organisations growth, therefore, it will show that it is profitable to be Conscious rather than Unconscious. The authors have used GHRM as a measure of consciousness in organizations.

Research limitations/implications: The study brings forth an ethical concept in the forefront and debates that "ultimately "Conscious" Organisations would be doing pprofitable, sustainable business with engaged, motivated, committed employees. It also gives further scope of research to link GHRM to the mental well-being of the employees in the IT sector.

Practical implications: The study is an effort to understand the impact of "Consciousness" in the organization. The study will have an impact on the way "Consciousness" about is perceived in organizations as it shows that Conscious organizations have engaged employees and therefore would be sustainable organizations in the future rather than those organizations which are still not "Conscious".

Social implications: The study has great social implications as it gives impetus to the thought of "Conscious Organisations" which is concerned with stakeholders. More so when organisations are grappling with allegations of being callous. The authors have developed a theory that "Conscious Organizations" that implement GHRM practices have a more motivated, engaged, and committed workforce, which contributes to overall organizational performance and this is possible as these organizations are "Conscious".

Keywords: Green Human Resource Management (GHRM), Employee Behaviour, Employee Motivation, Employee Commitment, Employee Engagement, Sustainability, Conscious Organizations, Green Practices, Environmental initiatives, HRM, IT Organizations, Employee Sustainability

Empowering Performance: Evaluating Diversity and Inclusivity Training in Private Banks of India

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ABSTRACT

Purpose: This study examines the effectiveness of diversity and inclusivity training on job performance within private banks in India. The Indian banking industry navigates a rapidly changing demographic landscape, and fostering an inclusive workplace becomes essential for enhancing employee productivity and engagement. Utilizing a mixed-methods approach, the research analyses quantitative performance data alongside qualitative feedback from employees and managers across various banks. The findings reveal that targeted diversity and inclusivity training significantly improves teamwork, communication, and innovation among staff. Employees reported increased awareness of cultural nuances and a greater sense of belonging, leading to enhanced job satisfaction and overall performance. The study highlights that inclusive training programs not only elevate individual contributions but also cultivate a more collaborative and innovative banking environment. Recommendations for the design and implementation of effective training initiatives are provided to optimize the benefits of diversity and inclusivity in this critical sector.

Design/methodology/approach: A mixed-methods approach will be employed, combining quantitative and qualitative research to provide a comprehensive understanding of the effectiveness of diversity and inclusivity training in the banking sector in India. Stratified Random Sampling is used for collecting approximately 600 data which included diverse backgrounds across various private banks. Techniques such as paired t-tests or ANOVA are utilized to determine significant differences by using SPSS S/W.

Findings: From the statistical analysis, it is observed that the HR Dept in the Private Bank should give more emphasis on the six different areas having the Cumulative variance i.e. Unconscious Biasness (31.43%), Microaggressions (46.69%), Cultural Competence (56.93%), Disability Awareness (66.49%), LGBTQ+ inclusion (72.88%) and interpersonal communication (77.82%) respectively. Then the T-test and ANOVA are done to analyze each of the training sessions with the job performance.

Originality: This methodology aims to provide a robust framework for evaluating the impact of diversity and inclusivity training on job performance in the banking sector, offering valuable insights for practitioners and policymakers. As the training part is a costly affair for the HR Dept. always; this study will help to develop a scale for diversity and inclusivity training needs assessment for the employees of the private banks.

Research limitations/implications: The reliance on self-reported surveys and interviews may introduce bias, as participants might overestimate their performance or

the impact of the training due to social desirability or personal perceptions. The study is set in India, where cultural dynamics may influence perceptions of diversity and inclusivity differently than in other contexts, potentially limiting applicability to international settings. Future scope may include the study of the impact of mediating and moderating variables like change in attitude, organizational culture, or employee engagement on the association between variables used in the study.

Practical implications: The research can serve as a benchmark for banks to evaluate their current diversity and inclusivity training efforts, identifying areas for improvement and promoting best practices across the sector. Banks can use their commitment to diversity and inclusivity as a foundation for community outreach initiatives, building stronger relationships with diverse client bases and enhancing their brand reputation. The study highlights the need for ongoing training and development in diversity and inclusivity. Banks can implement continuous learning programs to ensure employees remain engaged and informed about best practices.

Social implications: Organizations that commit to diversity and inclusivity demonstrate social responsibility, enhancing their reputation and strengthening their relationships with stakeholders and the community. By enhancing employees' understanding of diverse cultures and perspectives, the training fosters a more inclusive society where differences are celebrated, leading to greater social cohesion. Banks that prioritize inclusivity can influence societal norms, encouraging other organizations to adopt similar practices and promoting a culture of acceptance and respect.

Keywords: Diversity, Inclusivity, Training, Social Responsibility, Stakeholders, Private Banks, Learning, Brand, Cultural Competence, Communication, Awareness, Unconscious Biasness.

Green HRM and Associated Sustainable Practices: A Case Study from India's Steel Sector

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ABSTRACT

Objectives: This study examines the growing importance of green human resource (HR) practices in India's expanding economy, driven by government efforts to strengthen core sectors. It explores how integrating talent management, workforce wellbeing, and sustainability into green HR policies can foster workplace innovation and organizational participation. The study aims to show how customized green HR policies can encourage employee contributions to sustainable development goals (SDGs), advancing organizational and environmental sustainability.

Methodology: We combined case study analysis with primary and secondary data using a mixed-method technique. Primary data was collected through surveys and interviews with HR professionals and employees, while secondary data was drawn from literature on green HR practices and sustainability. This methodology provided a comprehensive view of how green HR practices impact organizational behavior and hence sustainability.

Major Findings: The study reveals that green HR practices (GHRPs) enhance employees' green organizational citizenship behavior (GOCB), driving workplace innovation and increased participation in sustainability initiatives. Customized green HR policies significantly improve employee engagement and align organizations with SDGs, promoting both individual and organizational sustainability.

Theoretical and Practical Implications: Theoretically, this study contributes to HR literature by linking GHRPs with green organizational citizenship behavior, offering a fresh perspective on HR's role in sustainability. Practically, it highlights the importance of tailoring green HR policies to boost employee participation in sustainability efforts, providing valuable insights for HR professionals.

Originality: This research uniquely explores the intersection of green HR practices and employee behavior in India's manufacturing sector, particularly the steel industry, offering insights into the role of customized HR policies in fostering sustainability.

Assessing The Socio-Economic Conditions of Delivery Workers in TheGig Economy: A Qualitative Approach in Champaran District Bihar.

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ABSTRACT

Purpose: The Purpose of the present study is to analyze the working conditions and financial well-being of delivery workers in Champaran district. And also explore the socio-economic status of these workers. Furthermore, it assesses the challenges and opportunities faced by delivery workers in the emerging gig economy.

Design/methodology/approach: A qualitative methodology would be incorporated based on questionnaires, in-depth interviews, and focus group discussions with delivery workers from multiple channels (such as meal delivery and package services). To ensure variety in age, gender, and experience, the study sample comprised of 127 delivery workers would be selected through purposive sampling. To find common patterns and insights into their socio-economic situations, data would be subjected to qualitative analysis.

Findings: The outcome of the study shown working conditions in which Delivery workers complained about inadequate benefits, unstable jobs, and lengthy hours. Many emphasized how their health and wellbeing are frequently compromised by the pressure to fulfill high delivery expectations. Further in the financial well-being of delivery workers analyzed the majority of workers earned low incomes, and many people survived salary to salary. Their financial well-being got more difficult due to the lack of regular income and incentives like health insurance. Some employees failed to mention the possibility of earning more money at holidays or busy times of the year. According to the report, many delivery workers were from low-income families with little access to alternative career prospects or formal schooling. Although the employment in gig economy is naturally unstable and regularly reinforced by their marginalized background. Poor working conditions, limited access to medical services, and insufficient help from delivery platforms were among the main challenges. During deliveries, workers were also faced with risks related to road safety and harassment. Regarding challenges, workers recognized chances for better compensation and skill development through training initiatives and improved technological integration. A few people expressed confidence that their complaints would be resolved through collective bargaining.

Originality: This study explained regional insight into the socio-economic status of delivery workers in a particular region in India. It provides qualitative data i.e., sometimes ignored in qualitative studies by the complex perspective of the workers through in-depth interviews and focus groups. This study offers a comprehensive understanding of difficulties experienced by delivery workers by looking at working circumstances, financial security, and socioeconomic status collectively. It highlights

employee voices and points out chances for skill advancement and collective bargaining. This study stands for more theoretical studies because of the important policy implications of the findings for improving the socio-economic conditions of gig workers.

Research limitations: The sample may not be entirely representative of all delivery workers in Champaran considering the reality that the study covered 100 delivery workers lack of generalization could be caused by differences in experiences, platform, and demographics. Results are subjective and may not fully represent the experiences of delivery workers because they mostly depend on qualitative methodologies for a more comprehensive understanding, quantitative data may be used to supplement the result.

Social implications: According to this study, India's Gig economy workers specially those living in rural areas need a comprehensive framework. To help influence regulation to improve working conditions, future research should examine the long-term effects of Gig employment on local economies and communities.

Keywords: Gig Economy; Delivery workers; Working conditions; Socio-economic; Champaran Bihar; Financial Well-Being had The recent development in technology instruction

Impact of the Employee's Psychological Climate on Positive Psychological Capital in a Hybrid Environment

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ABSTRACT

Purpose: Post-COVID-19, many employees are unwilling to return to their prior working style, hence came-in hybrid work arrangements. The employees thought combining in-person office spaces with remote work could accomplish work-family enrichment, which is why there was strong resistance to returning to the previous working mode. During this transition, maintaining employees' positive psychological capital to handle any challenges posed by hybrid work and understanding the ways to reduce their stress from working in it is crucial. Additionally, the level of positive psychological capital in an employee's resource reserves is greatly influenced by their psychological climate which is strengthened by their acquired work-family enrichment.

However, the new digital age has resulted in techno-stressors i.e., techno-overload and techno-invasion that people must deal with because they are unable to handle the high work demands caused due to using information technology. When an employee is unable to recover from the stress brought on by these techno-overloads and techno-invasion, it affects their productivity and depletes their resource reserve i.e., their positive psychological capital. In response to these unanticipated disruptions brought in by Industrial Revolution 4.0, it promotes the blending of human-centric, resilient and sustainable strategies from Industrial Revolution 5.0. Therefore, to attain this sustainable work environment, workers must comprehend the deliberate integration of an emotion-focused coping technique, such as psychological detachment from work during non-working hours to achieve stability in an individual's resource reserve.

This study analyzes the impact of technostress through its stressors techno-overload and techno-invasion in weakening the relationship between employee's psychological climate and positive psychological capital through their work-family enrichment in hybrid work in the IT/ITeS industry. Also, it studies & analyzes the impact of employee's psychological detachment from work during non-working hours in strengthening the relationship between employee's psychological climate and positive psychological capital through their work-family enrichment in hybrid work in the IT/ITeS industry

Findings: This study looks at how work-family enrichment affects the connection between an employee's psychological climate and positive psychological capital. To understand psychological detachment as a positive coping moderator for catalysing an employee's positive psychological capital, the researcher looked at the role of techno-overload and techno-invasion and their negative impact as a moderator. This makes a new contribution to IT/ITeS employees' stress management literature.

Originality: In literature, employee psychological climate is explained from the standpoint of organizational climate and there is very little research on the theory-based understanding of it from the intra-personal perspective i.e., from the viewpoint of positive psychological capital. Even though numerous studies have been done on work-family enrichment, not much of it has examined how it affects an employee's intrapersonal strengths. Additionally, most of the existing literature described individual positive psychological capital as an effective mediator and antecedent, but it was rarely examined as an outcome variable using which the strategies for enhancing positive psychological capital could be discussed. Furthermore, theory-based understanding of employees' ability to manage technostress is still poorly studied, even though it is a very common modern organizational phenomenon.

Research limitations: It is based on one-time, self-reported data collected from Indian IT/ITeS users. Also, assessing subjective coping is appropriate in chronic stress conditions as people reflect better on their own coping behaviour. For this new research design i.e., an interventionist method with pre and post-tests is suggested for future research which gives empirical support for coping theories that enhance positive psychological capital.

Practical implications: This study aids both employers and employees in understanding the importance of putting efforts into enhancing the employee's positive psychological capital as the major intra-personal employee strength to sustain and thrive by avoiding an overwork climate with extra-normative work and also helps in proper planning and organization of the work with less stress.

Social implications: When technostress and long work hours are inevitable in the hybrid work environment and also taking help from all the involved parties isn't possible, this study helps the employees to understand the importance of enhancing their intra-personal strength i.e., their positive psychological capital which is the best way to manage IT/ITeS hybrid employees' technostress.

Keywords: Industry 4.0, Industry 5.0, Sustainability, Technostress coping, Techno-overload, Techno-invasion, Hybrid-work, Positive-psychological-capital, Psychological-climate, Work-life-balance, Psychological-detachment, Intra-personal-strength

Vocational Training for Women Gig Workers: A Systematic Review

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ABSTRACT

Purpose: This study aims to synthesize existing findings surrounding women gig workers who learn specific job skills via vocational training in India and how it affects their work in the gig economy. This research seeks to identify their positive and negative aspects. This study would also review other studies' findings, assess how different training programmes perform, and attempt to provide suggestions to improve women's job access and skill acquisition.

Design/methodology/approach: A systematic review was conducted and data was collected from multiple databases to provide a comprehensive and structured overview of women gig workers in the context of vocational training.

Findings: The systematic review reveals that vocational training helps women gig workers to do their jobs better and feel more confident. Vocational training helps them find more jobs and become more financially stable. This study also outlines problems faced by women gig workers. It highlights how accessible and welcoming vocational training programs can help them to succeed and make things more equitable for everyone in the workforce.

Originality: This paper addresses vocational training within the gig economy and specifically focuses on the perspective of women gig workers.

Research limitations: This review has its limitations. One of the most important inadequacies of this review is the lack of data available that targets only women gig workers because most of the literature available discusses the gig workers' experiences in general and ignores the issues related to gender. Also, as a result of the fact that the gig economy is comparably new in terms of being a fundamental market section, such information as long-term consequences of vocational training for women gig workers is pretty sparse. Moreover, the review did not manage to cover the shortcomings concerning the geography of the reviewed studies, dominated by the research from developed countries while the findings from developing countries were scanty.

Social implications: The rapid growth of the gig economy continues to create a need for vocational training for women gig workers. Moreover, vocational training could play an impressive role in decidedly empowering women who work gigs and can also help address problems associated with the work that is not faced or even understood by male workers. The research suggests that vocational training programs need not only concern themselves with imparting technical skills. They also need to provide comprehensive support, including "financial education, " "child care" facilities and routes for "flexible learning." Such efforts might help overcome socio-cultural barriers preventing full female participation in the gig economy. Additionally, this study provides education that women globally need and will benefit from while addressing issues of gender inequality, economic independence and opportunity.

Keywords: Vocational training, Women gig workers, Gig economy, Systematic review

The Role of AI in Recruitment: A Systematic Literature Review

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ABSTRACT

This Systematic Literature Review (SLR) explores the role of artificial intelligence (AI) in recruitment processes. AI technologies are increasingly being integrated into recruitment processes to streamline and enhance various stages, from candidate sourcing to selection. The review aims to provide an overview of current research trends, challenges, and future direction in this area. Following PRISMA guidelines, an extensive literature search is conducted on Web of Science database, resulting in 43 selected research articles from the last 15 years. The findings reveal that AI has significantly impacted recruitment practices, offering benefits such as increased efficiency, reduced bias, cost effectiveness, and improved candidate experience. However challenges related to data privacy, algorithmic bias, and the Human-AI interaction persist. Future research should focus on addressing these challenges and exploring the ethical implications of AI in recruitment.

Examining the Correlation between Human Resources Policies and Practices with Employee's Grievance in some Selected Manufacturing Industries in Nashik

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ABSTRACT

This study investigates the relationship between human resources (HR) policies and practices and employee grievances in a few Nashik industries like manufacturing. By examining a diverse range of organizations, the research aims to identify specific HR policies and practices that significantly influence the likelihood of employee grievances. Through a comprehensive analysis of quantitative and qualitative data, including employee surveys, interviews, and organizational documents, the study explores the impact of factors such as compensation systems, performance management processes, grievance procedures, work-life balance initiatives, and employee communication strategies. The findings offer valuable insights for HR professionals and organizational leaders seeking to enhance employee satisfaction, reduce grievances, and improve the working condition.

This study investigates the relationship between human resources (HR) policies and practices and employee grievances in a few Nashik industries like manufacturing. By examining a diverse range of organizations, the research aims to identify specific HR policies and practices that significantly influence the likelihood of employee grievances. Through a comprehensive analysis of quantitative and qualitative data, including employee surveys, interviews, and organizational documents, the study explores the impact of factors such as compensation systems, performance management processes, grievance procedures, work-life balance initiatives, and employee communication strategies. The findings offer valuable insights for HR professionals and organizational leaders seeking to enhance employee satisfaction, reduce grievances, and improve the working condition.

The Rise of the Gig Economy

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ABSTRACT

Purpose: This research paper sheds light upon the expanding gig economy, investigating its transformative effects on employment structures, worker dynamics, and broader economic implications. The main purpose is to understand the factors driving its growth, the opportunities it presents, and the impediments to job security and labour rights. The paper aims to provide a broader approach to driving solutions and policy changes to safeguard our workers. Additionally, this study explores how technology, particularly digital platforms, is reshaping the concept of work in both developed and emerging markets. The aim lies in devising practical ways that can be adopted by policymakers, companies, and people to protect gig workers and ensure fuller growth.

Design/methodology/approach: The research is based both on quantitative and qualitative aspects of the gig economy. The secondary data analysis done through graphs and data surveys will help in the study of factors influencing income stability and conducting qualitative interviews with gig workers from various industries, such as commute services, and delivery platforms will provide various viewpoints and insights into worker experiences, motivation for jobs and challenges they face within this evolving labour market. The methodology, thus, includes a detailed analysis of the gig economy, alongside case studies of famous gig platforms like Uber and Zomato. The data was collected through document analysis, including company reports industry publications, and YouTube videos that allowed for an in-depth study of operational strategies and to draw comprehensive conclusions.

Findings: The research identifies significant benefits, such as increased flexibility, and autonomy for workers, it also requires less upskilled work with low academic proficiency, thus helping workers from unorganized sectors to work, and proves cost-efficient for businesses. However, it also uncovers substantial challenges, particularly related to income instability, lack of access to employee benefits, and the precarious nature of gig work, leading to layoffs. A key finding is the absence of a comprehensive regulatory framework, laws, and the profit-driven nature of corporates which leaves gig workers vulnerable and raises questions about the sustainability of the model.

Originality: This study offers a broader perspective by focusing on both the macroeconomic impacts and the micro-level points of contention of gig workers. It adds to existing literature by providing a comparative analysis of the gig economy across multiple regions and sectors, highlighting varied ways in which different industries and countries adapt to this shift. The research also calls attention to the need for innovative policy measures to address the growing influence of gig work.

Research limitations/implications: While this study provides a broad overview of the gig economy, its scope is limited by the availability of recent, large-scale datasets. Future research could benefit from current studies which will help them to track how gig work evolves in response to changes in economic conditions and market. The implications of this research are mainly relevant for policymakers aiming to balance flexibility with worker protections in a fast-advancing labour market.

Practical implications: For businesses, this research highlights the importance of adapting to a workforce that values flexibility and fixed income sources while considering the ethical implications of relying heavily on gig workers. For workers, understanding the potential trade-offs between flexibility and financial security is crucial. The findings could inform policies aimed at better-protecting gig workers and ensuring a fairer distribution of economic benefits.

Social implications: The gig economy has significant social ramifications, particularly concerning inequality and access to social protections. This study suggests that without intervention, gig work could worsen existing social divides, particularly among lower-income groups who rely heavily on this type of employment and widen the gap between the rich and poor. The research underscores the need for policies that offer both flexibility and security for workers and at the same time benefit firms which are the drivers of our economy.

Closing the Gap: Promoting Women's Leadership in Andhra Pradesh's Higher-Educational Institutions

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ABSTRACT

Purpose: The primary purpose of this study is to identify and address the barriers that impede women's ascension to leadership roles in higher educational institutions in Andhra Pradesh. By examining the root causes of gender disparities in academic leadership, the research aims to propose actionable strategies that can promote gender equality and empower women to assume leadership positions.

Design/methodology/approach: This study employs a mixed-methods research design, integrating both qualitative and quantitative approaches to offer a comprehensive analysis of the issue at hand. Qualitative data are gathered through semi-structured interviews with current and aspiring female leaders, as well as with stakeholders within the higher education sector in Andhra Pradesh. Quantitative data are derived from a survey of academic institutions across the region, focusing on gender distribution in leadership roles and related factors. The research methodology also includes a comparative analysis with other regions that have successfully implemented gender-inclusive policies, to draw lessons and insights.

Findings: The research identifies several key barriers to women's leadership in higher educational institutions, including entrenched societal norms, a lack of mentorship and professional development opportunities tailored for women, and institutional biases in recruitment and promotion practices. Despite these challenges, the study also finds pockets of progress and examples of successful female leaders who serve as role models and catalysts for change.

Originality: This study contributes to the existing literature on gender equality in academic leadership by focusing on the specific context of Andhra Pradesh, a region that has received limited attention in this regard. By providing a detailed analysis of the barriers faced by women and proposing targeted interventions, the research adds valuable insights into how gender gaps in leadership can be effectively addressed in the context of Indian higher educational institutions.

Research limitations/implications: The research is constrained by its limited sample size and geographical focus, which may affect the generalizability of the findings. Future studies could expand on this work by incorporating a larger and more diverse sample across different markets. Additionally, examining specific predictive models could deepen the understanding of the technical mechanisms at play.

Practical implications: This shift not only benefits women but also enriches the educational environment, fostering a culture of inclusivity, innovation, and excellence that can inspire future generations. Additionally, it highlights the positive impact of existing policies and initiatives aimed at promoting gender equality in academic leadership, while pointing out gaps and areas for improvement.

Social implications: Promoting women's leadership in higher education has profound social implications, as it challenges and aims to transform the underlying gender biases that pervade both academic institutions and society at large. By elevating the status of women in academic leadership, the study advocates for a more equitable distribution of power that reflects the diversity and potential of the population.

Keywords: Women's Leadership, Empowerment, Social Equity, Gender Equality, Institutional Barriers.

Empowering Women in the Workplace: A Study on Gender Diversity for Socio-Economic Progress with Reference to IT Industries in Telangana

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ABSTRACT

Purpose: The primary purpose of this study is to explore how gender diversity contributes to socio-economic progress within IT industries in Telangana. Specifically, it aims to investigate how initiatives aimed at empowering women in the workplace influence organizational success, innovation, and long-term economic growth. The study will assess the current state of gender diversity in the IT sector, the challenges women face in advancing their careers, and the role of organizational policies in fostering inclusivity and empowerment.

Design/Methodology/Approach: This study adopts a mixed-methods approach, combining quantitative data from employee demographics and performance metrics with qualitative insights obtained from interviews and focus groups. The quantitative analysis will examine diversity statistics and correlations between gender-inclusive practices and organizational outcomes, while the qualitative approach will gather personal narratives from female employees and HR leaders about their experiences with gender diversity initiatives in the workplace. This comprehensive methodology offers a robust understanding of the barriers, drivers, and outcomes associated with women's empowerment in the IT sector.

Findings: Preliminary findings indicate that organizations with higher levels of gender diversity report stronger financial performance, innovation capacity, and employee satisfaction. However, challenges such as unconscious bias, limited leadership opportunities for women, and a lack of mentorship programs persist. The study finds that gender empowerment initiatives, particularly those focusing on leadership development, flexible working conditions, and gender-sensitive policies, significantly enhance the professional growth and retention of women in the IT sector.

Originality: This research offers a novel contribution by examining the intersection of gender diversity and socio-economic progress in a region-specific context— Telangana's IT industry. While much of the existing literature addresses gender diversity at a macro level, this study focuses on a specific, high-growth industry and region, providing new insights into how localized gender diversity initiatives can drive broader socio-economic outcomes. This context-specific analysis bridges gaps in current research and highlights the importance of regional policy frameworks.

Research Limitations/Implications: One limitation of the study is the regional focus on Telangana, which may limit the generalizability of the findings to other sectors or regions. Future research could expand this work by analysing gender diversity initiatives across multiple regions or industries. Additionally, the study relies on self-

reported data from interviews, which may introduce bias. Future studies could enhance validity by incorporating longitudinal data and larger sample sizes across diverse industries and geographic locations.

Practical Implications: From a practical perspective, the findings highlight the need for IT organizations to implement comprehensive gender diversity strategies that go beyond mere representation. Companies should focus on creating inclusive environments through mentorship programs, leadership training for women, and policies that promote work-life balance. By prioritizing gender empowerment, IT organizations in Telangana can not only improve their internal performance but also contribute to the socio-economic development of the region.

Social Implications: On a broader societal level, empowering women in the workplace through effective gender diversity policies can lead to far-reaching socio-economic benefits. Increased participation of women in the workforce contributes to economic growth, reduces income inequality, and fosters a more inclusive society. By focusing on gender diversity in high-growth sectors like IT, this research suggests that empowering women can be a key driver for broader social progress and sustainable development in Telangana and beyond.

Keywords: Gender Diversity, Women Empowerment, Socio-Economic Progress, IT Industries, Telangana, Workplace Inclusion, Organizational Performance, Leadership Development, Work-Life Balance, Mentorship Programs, Innovation Capacity, Gender-Sensitive Policies

Creating a Sustainable and Committed Academic Community: The Impact of Learning Agility and Job Satisfaction on Faculty Turnover Intention

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ABSTRACT

In today's competitive business landscape, organizations strive to retain a workforce that is skilled, motivated, and committed. In education industry, faculty retention has become very much imperative, since the rate of faculty turnover is escalating. This can disrupt the quality of education and institutional stability. Looking to the dearth of studies in the technical education sector, particularly in the state of Odisha, the present study is undertaken to examine the complex relationships between factors such as job satisfaction, organizational commitment, turnover intention, perceived organizational prestige, and learning agility, focusing on full-time faculty members. Data were collected from a sample of 200 faculty members across various technical institutions in the state of Odisha. Using multiple linear regression analysis, the study found that faculty members with higher Learning Agility had significantly lower turnover intentions, even at varying levels of job satisfaction ($\beta = -0.35$, $p < 0.01$). The study also revealed that Perceived Organizational Prestige (POP) moderated the relationship between Job Satisfaction (JS) and Turnover Intention (TI), with interaction effects being statistically significant ($\beta = -0.30$, $p < 0.01$). Faculty members perceiving greater organizational prestige were less likely to leave, even when job satisfaction fluctuated. The study would offer a sustainable strategy to improve faculty retention and enhance overall institutional performance.

Assessing the Factors Influencing Intellectual Capital Management in Educational Institutions- A Study in Sambalpur University

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ABSTRACT

Intellectual Capital Management (ICM) plays a pivotal role in enhancing the competitive advantage and sustainable growth of educational institutions. The purpose of this study is to evaluate the major variables affecting the management of intellectual capital at Sambalpur University, an esteemed university in Sambalpur, Odisha, India. Using an analysis of the interactions among Human Capital, Structural Capital, and Relational Capital, the study determines the ways in which these elements support the university's overall effectiveness and capacity for knowledge development. A mixed-method approach is used in this study, including quantitative surveys aimed at students and staff and qualitative interviews with faculty members and administrators at the university. The results underscore the significance of faculty competence, administrative effectiveness institutional culture, and external collaborations in cultivating an atmosphere favorable to the advancement of intellectual capital using Factor Analysis Technique. In addition to providing useful suggestions for improving intellectual capital management practices in universities, especially in developing nations like India, this study adds to the expanding body of research on ICM in the context of higher education.

Keywords: Intellectual capital management, human capital, structural capital, relational capital, competitive advantage and sustainable growth.

A Benchmarking Study of CSR Initiatives in Western Odisha

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ABSTRACT

Purpose: The primary objective of this study is to conduct a benchmarking analysis of Corporate Social Responsibility (CSR) initiatives in Western Odisha. The study seeks to evaluate the effectiveness of CSR activities performed by public sector undertakings (PSUs) and private enterprises in promoting rural development. This research seeks to enhance the broader discourse on the capacity of CSR to foster sustainable development by identifying best practices.

Design/methodology/approach: The study employs an analytical approach based on secondary data, which uses publicly accessible documents such as corporate CSR reports, government publications, sustainability reports, academic literature and reports on CSR impact from governmental and non-governmental organisations (NGOs). The data includes CSR disclosures from selected leading companies including the region's public and private sector enterprises. Thematic analysis is utilised to classify CSR initiatives into 6 domains: infrastructure, healthcare, education, environmental sustainability, livelihood and women's empowerment. Comparative analysis techniques are employed to benchmark the CSR performance of PSUs and private sector enterprises. Descriptive statistics and content analysis techniques are employed to analyse the data, facilitating a comprehensive understanding of CSR's impact on rural development. In addition, Data envelopment analysis (DEA) is used to evaluate the efficiency of the companies in using their CSR resources to generate measurable social impacts.

Findings: The findings of the study indicate that both PSUs and private enterprises have significantly contributed to rural development in Western Odisha, however, there are notable differences in their focus areas and resource allocation strategies. PSUs, driven by their regulatory frameworks and the magnitude of their operations allocate larger CSR budgets and tend to prioritise infrastructure development and healthcare. Private sector enterprises, on the other hand, exhibit a pronounced emphasis on education, skill development and environmental sustainability, reflecting their corporate strategies and stakeholders' expectations.

Despite these contributions, the study identifies significant gaps in the monitoring and evaluation of CSR initiatives across both sectors. There is a lack of standardised frameworks to evaluate the long-term impacts of CSR activities, which constrains the capacity of organisations to monitor the actual outcome of their investments. The lack of clear, quantifiable indicators results in many CSR initiatives remaining compliance-focused rather than transformative, yielding a limited understanding of their everlasting influence on rural development. The findings further imply that, although CSR initiatives have resulted in tangible improvements in infrastructure, educational

opportunities and healthcare access, there still exists a substantial potential for improving strategic planning and implementation to achieve more significant and sustainable outcomes.

Originality: This research offers a unique contribution to the academic discourse by providing a detailed benchmarking analysis of CSR initiatives in Western Odisha, a region that has remained relatively underrepresented in CSR literature, despite its importance as a centre for industrial activities. Through a comparative analysis of CSR practices among PSUs and private enterprises, the research establishes a framework to assess the effectiveness of CSR interventions in rural development. Furthermore, the study utilises secondary data, thereby providing a robust basis for evidence-based conclusions. The benchmarking analysis adopted in this research applies to other regions to evaluate CSRs impact on development, thus rendering the findings highly relevant to both academic researchers and industry practitioners.

Research limitations/implications: A key limitation of the study is that it relies solely on secondary data, which may not encompass the most recent or comprehensive information on CSR initiatives. Furthermore, secondary sources may lack detailed insights into how CSR initiatives are perceived and experienced by local communities. The limitation of this study highlights the importance of integrating primary data through interviews or surveys involving local stakeholders, CSR practitioners and beneficiaries in future research.

Practical implications: The findings directly affect the companies and policymakers involved in CSR initiatives in Western Odisha. For companies, the research underscores the importance of strengthening monitoring and evaluating mechanisms to ensure that CSR projects achieve sustainable impacts. For policymakers, the study highlights the need for more rigorous regulatory frameworks to ensure accountability in CSR activities.

Social implications: This study significantly contributes to the understanding of CSR in addressing socio-economic challenges in rural areas, particularly those affected by industrial activities. The findings suggest that CSR initiatives enhance access to fundamental services like education, healthcare and infrastructure, while also fostering environmental sustainability and empowerment of women.

Keywords: Corporate Social Responsibility, Benchmarking, Rural Development, Infrastructure, Healthcare, Education, Environmental Sustainability, Women's Empowerment

Exploring the Interplay between Green HRM, Organizational Culture and Social Responsibility in Driving Performance Outcomes

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ABSTRACT

Purpose - This paper aims to explore the relationship between Green Human Resource Management (GHRM) practices and organisational performance, emphasising the mediating roles of organisational culture and social responsibility**.**

Design/methodology/approach – To conceptualise the theoretical framework of the study, a Scopus database was utilised to source research papers published in indexed journals. Relevant keywords were identified, and a comprehensive literature search was conducted on topics such as Green HRM practices, organisational performance (OP), organisational culture (OC) and social responsibility (SR). The literature review aimed to explore the connections and potential for developing an integrated model. The primary focus was on elucidating the significance of green HRM practices on organisational performance with the mediating effect of organisational culture and social responsibility.Top of FormBottom of Form

Findings – Organizational performance can be improved economically and socially by implementing green HRM practices with the integration of organisational culture and social responsibility within the organisation. An individual practicing green behaviour can promote environmental sustainability. Green HRM practices are one of the vital conventions for enhancing organisational performance in a greener way.

Practical Implication - Organisations can cultivate a culture that prioritises sustainability and social responsibility by strategically integrating GHRM principles into their policies and procedures, as suggested through this study. Organisations can improve employee commitment, satisfaction, and overall performance by integrating GHRM with more general CSR aims. For the validation of the proposed model, empirical analysis is required.

Originality/value - The study adds to the extant literature of GHRM by proposing a new integrated model that illustrates the relationship between Green human resource management and organisational performance.

Keywords: Green HRM, Organisational Culture, Social Responsibility, Organisational performance, Sustainability.

The Impact of Talent Management on Organizational Performance: A Study Related to Service Sectors in India

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ABSTRACT

There is no denying the industry's need for HR-talent management. CEOs rank HR and personnel management as one of their top priorities in the current volatile, unpredictable, complex, and ambiguous (VUCA) business environment. HR and talent management is now in charge of the organization's overall expansion in addition to employing, assessing, and paying people early. The HR staff is now expanding its horizons to include hiring top performers, luring exceptional external talent, and guaranteeing the steady flow of such talent toward the company relative to competitors. In today's globalized world, talent management is essential. To increase organizational performance, organizations concentrate on talent management techniques. A highly difficult but important job that sets the company apart from rivals is talent management. Managing the talent pool is another crucial duty that HR managers perform in addition to hiring new employees. The modern workforce needs to be able to multitask, but it can be challenging to locate such workers, and if they are, keeping them on board will be a bigger challenge. Upgrades to workforce core competencies are necessary for an organization to meet future difficulties.

Today's scenario requires HR to act strategically to make organisation more competitive. If organisation implements Talent management practices effectively, it will enhance employee acquisition, employee retention and employee development which in turns helps them to improve organisation performance.

To achieve optimal business performance for the present and the future, a strong HR vision spanning a multitude of new elements is required, such as Employee Value Proposition (EVP), People Analytics (PA), etc. Given this context, the current study aims to investigate how human resource talent management affects organizational performance in accomplishing HR goals.

Keywords: Talent Management, employee retention, organisation performance, Talent acquisition.

Navigating the Fintech Frontier: A Study of Women's Leadership Experiences and its Implications for Policy

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ABSTRACT

Purpose: India's fintech sector has grown exponentially, becoming one of the largest in the world, driven by a combination of technological innovation, a large unbanked population, and supportive government policies. As of 2023, the Indian fintech market was valued at approximately $50 billion and is projected to grow at a CAGR of 22% to reach $150 billion by 2025.

Despite this rapid growth, gender diversity in fintech remains a significant challenge, with women being underrepresented at almost all levels of the industry. Gender diversity is crucial not only for social equity but also for the economic success of the fintech sector. Studies have shown that companies with diverse leadership are more innovative and financially successful.

This study delves into the experiences of Indian women in the upper echelons (Founders, Directors, Board Members) of the Fintech sector in India, examining the challenges they face in their own words ranging from their ability to raise capital for their businesses (as compared to male entrepreneurs) to their experiences with male colleagues in the workplace. The questions we ask are:

How do Indian women in the upper echelons of the Indian FinTech sector (especially in their capacity as Founders, Directors and Board Members) perceive the growth prospects of the Fintech space?

What are the current obstacles to greater female participation (in the higher echelons) of the Fintech sector as leaders? Are these obstacles economic, socio-cultural or others? What is the role of government, think-tanks and industry in alleviating these obstacles?

Design/methodology/approach: This study employs a qualitative methodology to investigate the roles of women in founding and managing high-growth fintech firms in India. We will conduct semi-structured interviews with 20 serving female founders, directors, CEOs, or board members of fintech companies (identified via Linkedin) that are registered in India and have been operational for at least one year.

The interview guide has been prepared and vetted by the Institutional Review Board (IRB) at FLAME University to ensure ethical compliance. While aiming for 20 interviews, we may include additional participants through snowball sampling to enrich the data set.

Interviews will be conducted online and are expected to last between 45 and 60 minutes, with flexibility for longer sessions if participants wish to share more. Participant identities will be anonymized in all transcripts, with only the research team having access to the key linking anonymized data to participants.

Findings: With the preliminary data collected thus far, this study hypothesizes that women in the upper tiers of the FinTech sector in India encounter a variety of economic, structural, and socio-cultural obstacles that impede their attempts to carve out an equal space for themselves in leadership positions within the sector. These obstacles include challenges in securing capital compared to their male counterparts, biases in workplace interactions, and structural limitations within the sector that do not support the growth and inclusion of women in leadership roles.

Originality: Currently, there is no systematic and comprehensive work in the scholarly literature that attempts to document the experiences of women in the upper tiers of the FinTech sector. The insights provided by the interviewees will provide much-needed scholarly understanding of the various challenges faced by women leaders in the Fintech sector including securing access to capital, avoiding workplace bias, being considered on an equal footing for career advancement etc.

Research limitations/implications: The study, while being novel and holding the potential to make an original contribution to the research and policy literature, is limited by its relatively small sample size of 20 interviewees and by its purely qualitative approach. This will require a careful framing of the interview questions and an objective analysis of the collected data to minimize subjective bias.

Practical implications: The study's findings will serve as the foundation for policy-relevant recommendations that central and state governments can implement with the potential to address the gender imbalance in leadership within the FinTech sector, providing pathways for more inclusive growth. Additionally, FinTech sector leaders will be able to utilize these findings to develop gender-inclusive policies and practices that foster a more equitable working environment for women in leadership roles.

Social implications: The study will help male and female leaders from the FinTech sector better understand the current role of women in leadership roles and to make concerted efforts in terms of workplace policies and practices to grow the sector in a gender-inclusive, women-empowering manner.

Keywords: Fintech, Gender Diversity, Leadership, Women Entrepreneurs, Indian Fintech Sector, Funding, Economic Barriers, Socio-cultural Barriers, Policy Recommendations, Financial Inclusion, Workplace Policies, Gender Inclusivity

Gen Z and the Future of Work: A Commitment Crisis

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ABSTRACT

According to the World Economic Forum (WEF), by 2025, Gen Z will account for around 27% of the global workforce. But what will they want out of their professions - and what will they refuse to accept? Leaders must better understand Gen Z and what drives them to manage and encourage them in an ever-changing work environment appropriately.The youngest generation, Generation Z, is slowly entering the labor sector with an altogether distinct viewpoint on jobs and workplace conventions. Employers must embrace this generation and capitalize on their abilities while providing meaningful work. This paper seeks to delve into the occupational commitment of Generation Z, shedding light on the factors that influence their commitment levels, their expectations from work, and the implications of their commitment for organizational performance. By examining Gen Z's distinct characteristics and interactions with the workplace environment, this study aims to contribute to a deeper understanding of how this generation navigates their career paths and makes meaningful contributions to their chosen fields. This paper discusses issues that can impact the organizational commitment of Gen Z employees. These issues include the job market and economic situation, purpose and meaningful job, career development and networking opportunities, values and priorities, Technology, Communication and Instant Gratification, Flexible scheduling and remote employment, Organizational Loyalty, Diversity, and Inclusivity.

The Overlooked Essentials: Integrating Culture, Change, and Engagement for Holistic Growth

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ABSTRACT

Purpose: This paper explores the often-overlooked essentials of organizational culture, change management, and employee engagement, arguing that their integration is crucial for organizational growth and success.

Design/methodology/approach: The study employs theoretical insights and real-world case studies to illustrate how these elements can be integrated to foster resilience, innovation, and sustainable growth.

Findings: Organizations prioritizing and integrating culture, change management, and employee engagement navigate complexities, adapt to changes, and achieve long-term success.

Originality: This paper uniquely emphasizes the interconnectedness of these elements and provides actionable insights for leaders.

Research limitations/implications: The study focuses on specific case studies and may not cover all industry contexts. Future research could explore these elements in different sectors.

Practical implications: Organizations can apply the findings to enhance strategies for managing change, engaging employees, and fostering a strong culture, leading to improved performance and growth.

Social implications: By humanizing the workplace and valuing employee contributions, organizations can create more inclusive environments, positively impacting employee well-being and societal perceptions of corporate responsibility.

Keywords: Organizational culture, change management, employee engagement, organizational growth, resilience, innovation, sustainable growth, leadership, workplace culture, employee well-being, corporate responsibility, dynamic environment.

From Pressure to Power: The Role of Mental Wellbeing as a Pathway to Employee Satisfaction and Organizational Success

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ABSTRACT

Employees' mental well-being is becoming an area of interest to practitioners and academicians. As researchers suggested, a toxic workplace culture shows the vulnerability of the employees in the organization and leads to various negative individual and organizational outcomes. Therefore, to address this serious issue this study aimed to investigate the impact of workplace culture on employees' well-being and their performances using qualitative methodology. Particularly, this study focuses on the role of five forms of well-being (physical, emotional, psychological, social, and spiritual) proposed in the extant literature. Semi-structured in-depth interviews were conducted to gain insights on the topic. Many factors were taken into consideration during the formulation of questions, including employees' working environment, their economic background, and current working position, etc. Employees with different backgrounds and experiences were interviewed. All the interviews were recorded and converted into verbatims. The transcripts were analyzed using NVivo software. This research methodology helped in understanding the significance of introducing a data-driven process that shifted all the focus toward mental well-being. Results of the study have shed light on various important factors related to employees' well-being and their coping mechanisms. The study also highlighted the other important variables which regulate these conditions. The study significantly contributed to the extent of the literature and suggests several implications for managers.

Keywords: Mental well-being, toxic workplace culture, vulnerability, Indian context

The Role of Women Empowerment in Shaping Work-Life Balance Practices in IT Organizations in India- A Case study of Telangana.

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ABSTRACT

Purpose: This study explores the critical role of women empowerment in shaping work-life balance practices within IT organizations in Telangana. The research investigates how organizational leadership support, flexible work arrangements, professional development opportunities, and cultural and workplace norms influence the empowerment of women and the implementation of gender-inclusive policies.

Design/methodology/approach: Through a mixed-methods approach, data was collected from a representative sample of women employees in various IT firms across Telangana. The findings reveal a strong correlation between women empowerment initiatives and the effectiveness of work-life balance practices, highlighting the necessity for organizations to integrate gender-inclusive strategies into their operational frameworks. The study underscores the importance of fostering an inclusive work environment that not only empowers women but also enhances their ability to balance professional and personal responsibilities effectively.

Findings: The findings reveal a strong correlation between women empowerment initiatives and the effectiveness of work-life balance practices, highlighting the necessity for organizations to integrate gender-inclusive strategies into their operational frameworks. The study underscores the importance of fostering an inclusive work environment that not only empowers women but also enhances their ability to balance professional and personal responsibilities effectively..

Originality: The implications of these findings provide actionable insights for IT organizations aiming to cultivate a more supportive and equitable workplace for their female workforce. This research seeks to help IT companies create a more inclusive and supportive workplace that supports women professionally and personally by identifying key drivers and barriers.

Research limitations/implications: This report addresses Telangana IT women's struggles to balance work and life. Even while women empowerment and gender-inclusive policies are becoming more popular, many companies fail to execute them. This makes it difficult for women to reconcile job goals with personal obligations. Lack of comprehensive and supportive work-life balance strategies inhibits women's professional advancement and increases stress, job unhappiness, and attrition.

Practical implications: The study found that when women feel supported through policies that address issues such as pay equity, harassment prevention, and career advancement, they are more likely to contribute positively to the organization's goals

Social implications: The cross-sectional research design also restricts the ability to draw causal inferences, as the data captures a single point in time. Future research could address these limitations by expanding the scope to include different regions, industries, and longitudinal studies to better understand the long-term effects of these initiatives. Moreover, exploring the perspectives of male employees and the role of intersectionality in women empowerment within the workplace could provide a more comprehensive understanding of how gender-inclusive policies are perceived and implemented across diverse organizational contexts.

Plough a Lone Furrow: A Phenomenological Study on Workplace Loneliness among Train-guards of Indian Railways

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ABSTRACT

Workplace loneliness is the feeling of being disconnected or isolated from coworkers and the work environment, which could be characterized by a lack of social companionship and emotional deprivation. Though this topic has attracted attention by organizational researchers, most of the studies were into the emotional loneliness involving an absence of deep, intimate contact with others and the lack of a reliable attachment. In order to address this research gap, our study is around the second type of this construct which is social loneliness, expressed by the absence of proper social connections, geographical isolation and a lack of contact with people. Towards this, we conducted in-depth interviews of 18 train guards (who remains alone at the last train coach to pass on clearance to their ground station counterpart) to garner their lived experiences in terms of workplace loneliness. This exploratory study is of phenomenological in nature and addresses the challenges and opportunities faced by employees performing this job role. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the proximal and distal outcomes of being alone in any job for a long time. We also narrate the implications of workplace social loneliness on employees and organizations as well. Theoretical contributions and organizational implications of the study are also discussed. Workplace loneliness is the feeling of being disconnected or isolated from coworkers and the work environment, which could be characterized by a lack of social companionship and emotional deprivation. Though this topic has attracted attention by organizational researchers, most of the studies were into the emotional loneliness involving an absence of deep, intimate contact with others and the lack of a reliable attachment. In order to address this research gap, our study is around the second type of this construct which is social loneliness, expressed by the absence of proper social connections, geographical isolation and a lack of contact with people. Towards this, we conducted in-depth interviews of 18 train guards (who remains alone at the last train coach to pass on clearance to their ground station counterpart) to garner their lived experiences in terms of workplace loneliness. This exploratory study is of phenomenological in nature and addresses the challenges and opportunities faced by employees performing this job role. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the proximal and distal outcomes of being alone in any job for a long time. We also narrate the implications of workplace social loneliness on employees and organizations as well. Theoretical contributions and organizational implications of the study are also discussed.

Spirituality-Driven Workplaces: How Trust Transforms Job Satisfaction and Employee Retention

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ABSTRACT

Purpose: In the dynamic work environment of the information technology industry, fostering job satisfaction and employee retention are critical challenges for organizations. Employee retention not only leads to the gain a key talent but also improves organizational performance and continuity. The IT industry is now adopting workplace spirituality to overcome these challenges. This study aimed to investigate the mediating effect of Trust on the relationship between workplace spirituality, Job satisfaction, and Employee retention. The primary objective of this study is to explore how workplace spirituality, through its key dimensions, meaningful work and a sense of community influences job satisfaction and employee retention. Additionally, the study examines the mediating role of trust in enhancing these relationships. The study draws on prior literature that emphasizes the importance of spiritual experiences at work in shaping positive employee attitudes and behavior. Workplace Spirituality involves employees' experiences of purpose, inner life, and interconnectedness within their organizational environment. Workplace spirituality, characterized by a sense of purpose, interconnectedness, and alignment with organizational values, has been linked to various positive organizational outcomes, including increased job satisfaction and higher employee retention rates.

Design/methodology/approach: A total of eight hypotheses were developed to test the relationships between the constructs. The study was conducted using an empirical survey approach involving 400 software engineers from various IT companies in Hyderabad, India. Data were analyzed using a structural equation modeling (SEM) technique to assess the hypothesized relationships.

Findings: The results showed that the workplace spirituality dimension of meaningful work and a sense of community has a significant positive relationship with Trust, and trust also successfully mediates the impact of workplace spirituality dimensions and job satisfaction, and employee retention. The findings suggest that fostering trust within the organization can strengthen the positive effects of workplace spirituality on employee retention. Along with this also found that the managerial level did not significant relationship with job satisfaction and employee retention, path coefficients $\beta=-0.22$ (p=0.609) and $\beta=0.04$ (p=0.916) respectively. This suggests that workplace spirituality and trust are critical factors that influence these outcomes regardless of an employee's position within the organizational hierarchy.

Originality/Value: This study makes original contributions to the field of workplace spirituality and Trust as a mediator, outcome variables like job satisfaction and employee retention.

Research limitations/implications: The study is geographically related to Hyderabad, India, the results may not be properly generalized. The study is empirical survey research, researchers can carry out cross-sectional studies in the future. Additional studies can test how trust affects individual spirituality and workplace spirituality.

Practical implications: The practical implications of the study are equally significant for the IT industry. Given the high levels of stress and turnover in this sector, organizations must prioritize workplace spirituality initiatives to enhance job satisfaction and retention. Companies can achieve this by designing jobs that offer employees a sense of purpose and by fostering a collaborative, community-oriented work environment. Additionally, building and maintaining trust within the organization should be a key focus for HR and leadership teams, as trust plays a central role in translating workplace spirituality into improved employee outcomes.

Social implications: The theoretical implications of this study are noteworthy. It contributes to the growing body of literature on workplace spirituality by empirically demonstrating its positive effects on job satisfaction and employee retention. Additionally, the study highlights the pivotal role of trust as a mediator, offering new insights into how organizations can cultivate trust through the promotion of meaningful work and a strong sense of community. The research underscores the importance of workplace spirituality in fostering an organizational culture and that supports employee well-being and loyalty.

Keywords: spirituality, workplace spirituality, job satisfaction, employee retention, trust, Information Technology Industry, Meaningful Work, Sense of Community, Managerial Level, Survey, Google forms, Structural Equation Modelling,

Dissimulating Professionally: A Phenomenological Study on Emotional Labour among Saleswomen in Retailing Shops

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ABSTRACT

Emotional labour has been a topic of interest for organizational psychologists for a quite long period. It is the act of managing one's emotions to meet the emotional demands of a job or interaction, demanding surface level and deep level acting to justify the job role. Retrospective literature shows that studies in this area were mostly undertaken in the context of airlines, service sector, hospitality, teaching, etc. Hence our study targets the sample of saleswomen, working in the retailing shops in the Southern part of India. Considering the collectivistic cultural set up of India, family and social expectations of working women is reportedly too challenging to address those completely. Towards this, we conducted in-depth interviews of 21 employees performing this role who can share their lived experiences in terms of emotional labour. This exploratory study is of phenomenological in nature which also considered the background of the respondent, challenges and opportunities faced by salesgirls in this role, personal and professional implications of being in such role on them, etc. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the antecedents and outcomes of emotional labour along with certain demographic and personality insights in terms of these employees. Theoretical contributions and organizational implications of the study are also discussed.
Emotional labour has been a topic of interest for organizational psychologists for a quite long period. It is the act of managing one's emotions to meet the emotional demands of a job or interaction, demanding surface level and deep level acting to justify the job role. Retrospective literature shows that studies in this area were mostly undertaken in the context of airlines, service sector, hospitality, teaching, etc. Hence our study targets the sample of saleswomen, working in the retailing shops in the Southern part of India. Considering the collectivistic cultural set up of India, family and social expectations of working women is reportedly too challenging to address those completely. Towards this, we conducted in-depth interviews of 21 employees performing this role who can share their lived experiences in terms of emotional labour. This exploratory study is of phenomenological in nature which also considered the background of the respondent, challenges and opportunities faced by salesgirls in this role, personal and professional implications of being in such role on them, etc. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the antecedents and outcomes of emotional labour along with certain demographic and personality insights in terms of these employees. Theoretical contributions and organizational implications of the study are also discussed.

Organizational Sustainability Through Workplace Spirituality and Environmental Ethics: An Exploratory Study in Indian IT Sector

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ABSTRACT

Objective: Environmental sustainability receives priority focus across organizations because of the looming disasters from increased frequency and scale of extreme weather events caused by unabated global warming. Substantial reduction of Green House Gases emission through drastic changes in lifestyle is the utmost necessity. Though Indian IT industry contributes substantially to nation's economic growth and provides the largest avenue of employment for tech-professionals, yet it comes with environmental costs due to emissions from high energy consumption, increasing e-waste and other sustainability issues like lower employee satisfaction and high employee turnover. Apart from green technology, IT sector needs sustainable workplace to take care of environmental sustainability and the job also can be made more satisfying, motivating and engaging for employees. The present study examines how workplace spirituality with mediation of environmental ethics can fulfill this objective.

Methodology: The study relies on Theory of Planned Behavior, Norm Activation model and principles of Job Characteristics Model for conceptual framework. An empirical study is carried out among employees of reputed Indian IT companies by adopting convenience sampling method. Structural Equation Modeling (SEM) technique via SMART PLS 4 was employed for data analysis and interpretation.

Findings: The empirical results indicate workplace spirituality through mediation of environmental ethics and with appropriate job characteristics have significant impact to make the workplace sustainable and satisfying. This study contributes in bringing together the concepts of workplace spirituality, environmental ethics and job characteristics towards sustainable workplace which will have high practical implications for Indian IT sector.

Evaluating the Impact of Green Human Resource Management Practices on Sustainability and Operational Efficiency in the Dark Stores Supply Chain Industry

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ABSTRACT

Purpose:

- To identify specific Green HRM practices currently being implemented in the dark stores supply chain industry.

- To assess employee perceptions and engagement with sustainability initiatives driven by Green HRM practices in dark stores.

Design/methodology/approach:

Research design: In order to assess how green human resource management (GHRM) practices affect sustainability and operational effectiveness in the dark shop supply chain industry, the research methodology will take a descriptive and correlational approach. This method will make it possible to look at current procedures, find connections, and evaluate how GHRM affects operational results. (Cohen *et al.,* 2012)

Population and sampling: HR specialists, supply chain managers, and sustainability officers employed in the dark shops supply chain sector will make up the study's population. To ensure a representative cross-section of professionals from different locations and store sizes for accurate data collection and analysis, a random sampling technique will be employed to choose participants.

Data collection: Semi-structured interviews and structured questionnaires will both be used in the data collection process. While the interviews will offer deeper insights, the questionnaires will center on quantitative aspects of operational efficiency, sustainability efforts, and green human resource management (GHRM) practices. The goal of both approaches is to record participants' viewpoints and GHRM implementation experiences.

Data analysis: There will be both quantitative and qualitative methodologies used in data analysis. The association between operational efficiency and green human resource management (GHRM) practices will be assessed using statistical methods including regression analysis and correlation testing. In order to find important trends and insights on sustainability practices, theme analysis will be used to examine the qualitative data obtained from interviews. (Newman *et al.,* 2016)

Findings: The research indicates that Green HRM practices, such as eco-friendly recruitment, sustainability training, and green performance management, significantly contribute to both environmental sustainability and operational efficiency in the dark stores supply chain industry. These practices lead to reduced energy consumption, optimized resource usage, and lower carbon emissions, thereby enhancing operational effectiveness without compromising on environmental goals. However, the level of adoption varies across companies, with some struggling to integrate these practices due to financial constraints and technological challenges.

Originality: The Research highlights the unique aspects that focuses on dark stores employees various factors that to be implemented in the real world.

Research limitations/implications: The study is limited to the dark stores supply chain sector, which is a niche segment of the broader supply chain and logistics industry. The findings may not be easily applicable to other industries or regions with different organizational structures or operational challenges.

Practical implications: Green HRM practices that focus on sustainability training and awareness programs can engage employees in eco-friendly behaviors, such as reducing waste, energy use, and optimizing resources in daily operations. Organizations could implement sustainability training as part of employee onboarding and professional development, fostering a culture of environmental responsibility that aligns with business goals.

Social implications: The study focuses on two companies within a specific context, possibly in a particular region. This limits the applicability of the results to other regions or cultures where workforce dynamics, operational practices, and sustainability initiatives might differ.

Keywords: Green Human Resource Management (Green HRM); Sustainability; Operational Efficiency; Dark Stores Supply Chain; Eco-friendly Workforce Practices.

Overview of Gig Workers' Challenges and Benefits for Sustainable Gig Economy

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ABSTRACT

Purpose: The primary objective of our research is to analyze the overview of gig workers' challenges and benefits **for a sustainable gig economy.** The Gig work and Gig economy have been extensively discussed with thrust on their Pros and Cons from the stakeholder's perspective. The authors examined the various Gig workers' approaches to their job and task performance to analyze the differentiating factors that contribute to shifting towards the Gig business model by many business sectors. The role of human resource departments in enabling the strategies for gig employment that will enhance higher productivity of the Gig workers that drive economic progress should be deliberated about the Global economy. However, the impact of human resource management (HRM) policies concerning the Gig workers is not much explored.

The authors interviewed e-commerce delivery workers and the aggregate cab drivers who are the core gig workers in India and the sample is drawn from Bangalore City. The responses were categorized based on thematic analysis and clusters were analyzed to assess their impact. The Global scenario is shifting towards Gig work in most countries, due to its flexible nature and the individual benefits of this nature of work. this study also applied transcript analysis to ensure for the translation of the responses to categorize the themes, patterns, and insights of the interviews.

Design/methodology/approach: The qualitative approach used in the study and the research methodology is focused on the clustering of the themes mentioned by the respondents. Data were collected through qualitative interviews, from 27 key stakeholders and 64 Gig workers, which includes E-Commerce Delivery partners, (food and products delivery) and 40Cab drivers and aggregator workers. The thematic analysis was applied with the Gioia methodology.

Findings: The authors argue that there is a need for Government intervention to regularize the Gig work and the Gig economy, as certain areas still need revamps of the strategies to enable this form of Gig work long term. The authors examined the challenges of the Gig workers for the routine tasks they handle to complete the pre-determined targets. The authors had developed a conceptual framework to recommend future solutions by incorporating the various nuances of the Gig work. This comprises recommendations for integrating regulatory bodies' attention to safeguard workers' benefits.

Originality: While this study has primarily relied on motivational theories like ERG theory and self-determination theory (SDT) to examine impact and outcomes, the study also offers valuable insights into the gig employment challenges and the

enabling attributes', which are yet to be explored and researched. The scope of the study is to further contribute to the literature on Gig employment by researching the variables leading to the turnover and satisfaction of Gig workers.

Research limitations/implications: The limitations of the study are constricted to the E-Commerce delivery agents and the cab drivers. The potential implications for future research can be done as there is a scope for interventions that lead to a regulatory framework for Gig workers.

Practical implications: The practical applications of my findings will enable to explore the challenges and to solve these issues to retain the workers and to reduce turnover. The other area is related to the practical implications of analyzing strategies to boost Gig employment.

Social implications: The social implications of the study is to cross-examine the various nuances which lead to the improvement in the Gig worker's Job satisfaction and task performance that contributes to the Gig economy's growth in the social context.

Acceptance & Adaptibility of AI among HR

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ABSTRACT

Purpose: The main objective of this research to have a better and overall understanding how does AI affects HR in an organization function and what are the acceptance and adaptability of AI among the HR what are certain steps taken by the organisation to promote AI in the HR department, which are the different types of AI tools being used recently in companies is it able to fulfil the requirement of HR.

Design/methodology/approach: For this particular research we have done mixed methodology both primary and secondary study. A questionnaire was designed to understand the acceptance and adaptability of AI in HR. Participants were a part of this survey conducted in Pune, to get a better understanding we conducted a interview session with some HR heads to help us give some qualitative data, their opinion on AI and recent trends introduced in HR because of AI.

Findings: The findings for the research if AI tools are used by HRs in their organisation functions if they have had any exposure for the same as they have agreed they known how to use AI tools and have prior experience with adapting them in an organisational functional activity. The finding also highlights HR who are having a fear or a certain mindset for not accepting AI in their fields. It also shows the positive influence AI has given to HR functions.

Originality: The originality of the research is the primary study conducted, a questionnaire which was designed to understand how HR are adapting and accepting AI in their field. This was also the area centric study conducted in Pune India. The response received in the study was also limited in the range of 50-70 participants. Why and how HR are adopting AI, different steps which were taken by the HR in adopting AI tools in their day-to-day activities, also the positive influence AI has created in Indian market.

Research limitations/implications: The limitation of the study is the response received and the number of participants in this study was limited. The study is also area centric as we did this particular study in Pune region. The participants (HR) who all participated in this study most of them were from IT industry because of which it can be possible the study being a bit rigid towards other industries.

Practical implications: The practical implication of this study can be the there are many AI tools which are very useful for HR in functional activities such as sending mails, recruitments, etc. the time which will be saved can be used for creative thinking, better employee experience, they can be more focused on the and developing the technology-human relation. Other implication can be that every department has become more data driven with the help of AI HR can also become more data driven, efficient, accurate in their field of expertise. AI tools can be customised according to

the requirement of HR, it can be designed to analyse the performance of employees and recommend them things which can be helpful in their task.

Social implications: The social implication of the study is bias discrimination as while hiring a employee there are high chances of being biased about it which maybe not fair with the deserving candidate but, with AI it removes bias and discrimination as it analysis with the help of technology and compare it with the requirement of the organization. AI can also be useful for reskilling employees by understanding their work, performance, analysis its skill gap AI can suggest some certification courses to develop that certain skill to help him grow in the company and be more efficient.

I Wish I Could Turn Back Time: A Phenomenological Approach to Explore the Challenges of Mothers into Higher Education in India

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ABSTRACT

The challenges faced by women, especially working women are implicitly acknowledged across the globe. These challenges would be multiplied once their professional demands get associated with their family commitments, e.g., maternal responsibilities. Hence, researchers in this area have been studying working mothers' concerns among various job roles in multiple geographical contexts. However, the challenges of mothers' in academic set ups (i.e., pursuing higher education) have not been addressed so far. Further, considering the significance of the cultural set up of a society on this topic, we explored the phenomenon in a sample of collectivistic culture. Towards this, we conducted in-depth interviews of 23 full-time research doctoral scholars (who are/were feeding mothers during their Ph.D course) of various disciplines in different Indian universities. In order to gather their lived experiences pertaining to their academic challenges as scholars and emotional constraints as mothers, we adopted phenomenology as a method for data collection. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the proximal and distal outcomes, via probable moderators on respondents, of being a mother and a scholar simultaneously. We also narrate the implications of these experiences on scholars and academic institutions as well. Theoretical contributions the study are also discussed. The challenges faced by women, especially working women are implicitly acknowledged across the globe. These challenges would be multiplied once their professional demands get associated with their family commitments, e.g., maternal responsibilities. Hence, researchers in this area have been studying working mothers' concerns among various job roles in multiple geographical contexts. However, the challenges of mothers' in academic set ups (i.e., pursuing higher education) have not been addressed so far. Further, considering the significance of the cultural set up of a society on this topic, we explored the phenomenon in a sample of collectivistic culture. Towards this, we conducted in-depth interviews of 23 full-time research doctoral scholars (who are/were feeding mothers during their Ph.D course) of various disciplines in different Indian universities. In order to gather their lived experiences pertaining to their academic challenges as scholars and emotional constraints as mothers, we adopted phenomenology as a method for data collection. An inductive approach of the responses revealed some relevant categories/ themes, shedding light into the proximal and distal outcomes, via probable moderators on respondents, of being a mother and a scholar simultaneously. We also narrate the implications of these experiences on scholars and academic institutions as well. Theoretical contributions the study are also discussed.

The Role of Organizational Culture in Mediating the Impact of Talent Management on Job Satisfaction in Higher Education

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ABSTRACT

Purpose: The primary objective of this research is to study the role of organizational culture in mediating talent management strategies on facilitation of job satisfaction in higher education institutions, specifically in a developing region like Northern Odisha with a completely different institutional environment.

Design/methodology/approach: We conducted the research using a cross-sectional survey approach, collecting data from 207 respondents (teaching and administrative staff) in higher education institutions of Northern Odisha. A combination of the Structural Equation Modeling (SEM) method was utilized to examine relationships between talent management practices, organisational culture and job satisfaction.

Findings: Overall, the results present that none of the talent management practices had significant direct effects on job satisfaction scores. The organizational culture too was not a significant moderator between work engagement and performance quality.

Originality: This research is a pioneering evaluation of the interplay between organizational culture, talent management practices and job satisfaction in the context of higher education in Northern Odisha, where these dynamics have not been extensively explored previously.

Research limitations/implications: There is an indication from this study that other institutional factors may be at play in Northern Odishan higher education institutions, over and beyond talent management and organizational culture. Future studies can focus on identifying and understanding these factors.

Practical implications: The research outcomes highlight the imperative for leaders and administrators in higher education to contemplate broader organizational and socio-economic elements in their endeavor to enhance employee satisfaction and organizational efficacy.

Social implications: The study concludes that human resource strategies in higher education institutions of developing countries should be more than talent management practices and should consider broader organizational and socio-economic settings.

Keywords: Organizational culture, Talent management, Job satisfaction, Higher education, Sustainable Human resource management, Northern Odisha

The Healthcare Paradox: Can Work-Life Balance, Stress Management, and Resilience Truly Coexist in an Overburdened Industry

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ABSTRACT

The healthcare industry is often characterized by high levels of stress, burnout, and an overwhelming workload, raising the question of whether healthcare professionals can realistically achieve work-life balance, effective stress management, and sustainable resilience. This systematic literature review (SLR) seeks to explore this paradox, assessing the feasibility of lasting wellness for healthcare workers in an environment that is frequently under immense pressure.

Methodology: An analysis of the literature source related to multiple disciplines including organizational psychology, healthcare management, and occupational stress research as well as empirical studies theoretical models, and case studies were examined from 20014 to 2024. This SLR centralises well-acknowledged models for instance the Psychological Capital (PsyCap), 4S Framework, and the Organizational Resilience Framework. The study assesses the usefulness of these models regarding the two objectives of enhancing both employees' quality of life and organizational output in pressure-intensive contexts such as healthcare.

Findings: Achieving work-life balance in healthcare is a complex challenge. Studies indicate that healthcare professionals often struggle to maintain a balance between their demanding jobs and personal lives, leading to significant stress and burnout (Mol et al., 2021). For instance, Mol et al. highlight that maintaining vitality and resilience among hospital employees is crucial for managing work-related stress, particularly during crises like the COVID-19 pandemic (Mol et al., 2021). Similarly, Ezzati et al. emphasize that effective leadership is essential for fostering resilience in healthcare facilities, as poor management can hinder employees' ability to cope with stress (Ezzati et al., 2023). Furthermore, Almalki et al. demonstrate that a positive quality of work-life (QWL) is linked to lower turnover intentions among healthcare workers, suggesting that improving work-life balance can enhance job satisfaction and retention (Almalki et al.,) 2012.

Stress management is another critical factor in the healthcare environment. Effective stress management strategies, such as resilience training and emotional support systems, can significantly improve employee well-being (Plimmer et al., 2021). However, the implementation of these strategies is often obstructed by systemic issues, including workforce shortages and high patient turnover (Ree et al., 2019). For example, Khan et al. note that inadequate staffing levels can lead to increased burnout among critical care nurses, further complicating efforts to manage stress effectively (Khan et al., 2022). The need for a supportive organizational culture that prioritizes employee well-being is echoed by Plimmer et al., who argue that resilience in public

sector managers is essential for balancing the demands of their roles (Plimmer et al., 2021).

Resilience frameworks, such as the Psychological Capital (PsyCap) and the 4S Framework, offer valuable insights into how healthcare organizations can support their employees. These frameworks emphasize the importance of developing supportive structures, enhancing skills, and.(محروس & فوزی, 2020) fostering self-efficacy to build resilience among healthcare professionals However, the paradox remains that while these frameworks can lead to improvements in employee engagement and patient care quality, their effectiveness is often limited by the realities of overburdened healthcare systems (AlDulijand, 2023). For instance, the findings of Yusefi et al. indicate that resilience plays a crucial role in mitigating the effects of job burnout among healthcare workers, yet systemic barriers continue to impede the realization of these benefits (Yusefi et al., 2021).

Implications: The implications of these findings are significant for healthcare leaders and policymakers. To create a culture that prioritizes work-life balance, stress management, and resilience, it is essential to address the structural barriers that hinder the effective implementation of these strategies (Arab et al., 2019). Practical solutions, such as flexible work arrangements, enhanced support systems, and targeted resilience training, can provide immediate benefits, albeit incremental, in improving the well-being of healthcare workers (Niitsu et al., 2017). Ultimately, this review calls for a comprehensive approach that not only recognizes the importance of well-being programs but also addresses the systemic challenges that healthcare organizations face.

In conclusion, while frameworks for promoting work-life balance, stress management, and resilience exist, the healthcare industry's systemic challenges often impede their effectiveness. This SLR underscores the need for a reevaluation of current healthcare structures to ensure that the pursuit of employee well-being is not merely rhetorical but leads to tangible improvements in the working conditions of healthcare professionals.

Keywords: Employment resources, occupational health, stress, wtwb, stress coping, health care services, staff health, turnover, productivity, sustainable, resilient healthcare, resilience models.

Predictors of Moonlighting Intention among IT Employees

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ABSTRACT

Moonlighting is seen among many professionals in post-COVID era in India, but IT professionals find it easier to moonlight as they work primarily online and this has provided more opportunities to moonlight. The act of working more than one job simultaneously, including working for employers and self-employment, wherein all tasks, or sets of tasks, are performed in exchange for, or expectation of, compensation is referred to as moonlighting. Recent studies have identified that both financial, socio-demographic, and organizational factors can influence moonlighting behavior. Understanding, what motivates an employee to take up multiple jobs is equally advantageous for workers and organizations. This study explores the predictors of moonlighting intention among IT sector employees. Based on the review of literature, pay satisfaction, career embeddedness, organizational commitment and entrepreneurial intention were considered as the predictors of the study. A survey was carried out among a sample of 390 IT employees from different parts of the country. Analyses carried out indicated that entrepreneurial intention, pay satisfaction and organizational commitment were the most significant predictors of moonlighting intention. The results would be useful to the organizations for policy making.Moonlighting is seen among many professionals in post-COVID era in India, but IT professionals find it easier to moonlight as they work primarily online and this has provided more opportunities to moonlight. The act of working more than one job simultaneously, including working for employers and self-employment, wherein all tasks, or sets of tasks, are performed in exchange for, or expectation of, compensation is referred to as moonlighting. Recent studies have identified that both financial, socio-demographic, and organizational factors can influence moonlighting behavior. Understanding, what motivates an employee to take up multiple jobs is equally advantageous for workers and organizations. This study explores the predictors of moonlighting intention among IT sector employees. Based on the review of literature, pay satisfaction, career embeddedness, organizational commitment and entrepreneurial intention were considered as the predictors of the study. A survey was carried out among a sample of 390 IT employees from different parts of the country. Analyses carried out indicated that entrepreneurial intention, pay satisfaction and organizational commitment were the most significant predictors of moonlighting intention. The results would be useful to the organizations for policy making.

A Hybrid Review on Neurodiversity in the Workplace: Implications for HRM

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ABSTRACT

Purpose: The main objective of this paper is to examine how the extant literature addresses neurodivergence in the workplace (Roberson *et al.*, 2021; Rollnik-Sadowska and Grabińska, 2024). Our review explores the challenges and opportunities of workplace neurodiversity, suggesting HRM strategies to promote inclusion and equity.

Three main goals drive this paper: (a) assess the current state of the art literature in management and social science disciplines on neurodiversity in the workplace, (b) identify key the patterns and trends in the research, and (c) propose a research and policy agenda to inform HRs to better design DEI practices and facilitate future research.

Design/methodology/approach: This paper evaluates the current state of neurodiversity in the workplace through a hybrid methodology that includes (a) bibliometric analysis and (b) a systematic literature review (SLR) to develop a conceptual framework and outline a future research agenda.

We conducted a bibliometric analysis utilizing the keyword '"neurodivers*" AND "work*"' to search the Scopus database within the title, abstract, and keywords fields, yielding a total of 580 results. By restricting our search to the fields of social sciences, psychology, business, management, accounting, and neuroscience, we identified 402 articles. Our search was restricted to peer-reviewed articles, resulting in a total of 282 findings. After filtering for the English language and excluding irrelevant articles, we identified a total of 272 articles.

The pertinent body of academic literature for the systematic literature review was identified through keyword-based searches in the APA PsycArticles and PsycInfo databases. This was supplemented by our previous search in the Scopus database. Seminal articles, highly cited articles, and the most recent publications were categorized and examined individually to ensure a comprehensive search. The corpus of academic literature was meticulously filtered to identify the most pertinent articles, which were subsequently analyzed using a thematic analysis approach, similar to that employed in qualitative data analysis (Braun and Clarke, 2006).

Findings: The key findings are summarized here. Figure 1 shows the keyword co-occurrence map obtained from the bibliometric analysis:

Originality: This review integrates various research directions related to workplace neurodiversity that mostly concentrate on specific variations in human cognition, including ASD, ADHD, and dyslexia (Szulc, 2020)related to the issue at hand. The

combination of Bibliometrics and SLR entails both quantitative and qualitative analyses of selected literature, enhancing the comprehension of workplace neurodiversity.

Research Limitations/Implications: This study reviews existing literatures and does not encompass primary data, suggesting that future research utilizing primary data may build upon our findings. Informed interventions may be developed to embed more inclusive policies in the workplace based on our findings. Furthermore, our findings are subject to the existing biases in the literature, including geographical location, such as the focus on primarily Western context. Future research should identify and capture lesser-known contexts to enhance generalizability.

Practical implications: Organizations can improve workplace inclusivity by raising awareness, creating a supportive culture, recognizing neurodivergent strengths, and promoting their well-being. Adding to the DEI literature and informing practitioners and policymakers can help organizations create more equitable and inclusive workplaces for everyone.

Social Implications: Neurodiversity is a key enabler to reduced inequality, one of the 17 SDGs (Sustainable Development Goals) of the UN 2030 Agenda. Inclusion in the workplace combats systemic ableism and promotes equality improving neurodivergent and neurotypical employees' mental health. These workplaces can show how diversity can make communities more compassionate, supportive, and productive.

Keywords: Neurodiversity, DEI, review, SLR, bibliometrics

From Data to Strategy: How BI Tools are Revolutionizing HR Processes and Driving Organizational Success

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ABSTRACT

The integration of Business Intelligence (BI) tools in strategic decision-making within Human Resources (HR) is revolutionizing how organizations manage and optimize their processes. This research investigates the adoption of BI tools in HR, focusing on their impact on strategic decision-making processes. By utilizing BI tools, HR departments can analyze vast amounts of data to gain insights into employee performance, recruitment trends, and workforce planning, enabling more informed and effective decision-making. The study explores the key factors that facilitate the successful implementation of BI tools in HR, such as technological readiness, data governance, and organizational support. The research identifies the benefits and challenges associated with BI adoption in HR including enhanced predictive capabilities, improved resource allocation and the potential for data-driven talent management strategies. The findings demonstrate that organizations leveraging BI tools in HR can achieve significant competitive advantages by aligning HR practices with overall business objectives and fostering a culture of continuous improvement. This research contributes to the understanding of how BI tools can transform HR strategic decision-making, providing valuable insights for HR professionals and business leaders aiming to optimize their human capital management in an increasingly data-driven world.

Keywords: Business Intelligence, Decision making, HR professionals, Data Driven Insights, HR Analytics

Sustainable Business Through Analytics: The Role of Emotional Intelligence and Personality Traits in Work-Life Balance and Stress Management

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ABSTRACT

This article investigates the critical relationship between work-life balance, stress management, Emotional Intelligence (EI), and Personality Traits (PT) in promoting sustainable business practices. The research aims to examine how EI enhances work-life balance and stress management, while PT influences individuals' responses to work pressures. A quantitative approach was employed, utilizing surveys and organizational analytics to collect data from employees across various sectors. The findings reveal that employees with higher EI exhibit better stress management and greater satisfaction with their work-life balance. Additionally, certain personality traits, particularly conscientiousness and emotional stability, significantly impact individuals' ability to handle work-related stress. The study highlights the effectiveness of analytics in identifying early signs of burnout through key metrics such as workload distribution and engagement levels. Data-driven interventions tailored to EI and PT were found to improve employee well-being, leading to increased job satisfaction and reduced turnover rates. Overall, the integration of EI, PT, and analytics into work-life balance and stress management strategies not only enhances employee engagement and retention but also contributes to a more sustainable business model, underscoring the importance of emotional and personality insights in fostering a resilient workforce.

Monday Morning Blues: A Study of Engineering College Employees in Hyderabad

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ABSTRACT

Purpose: The primary objective of this research is to investigate the prevalence, causes, and impacts of Monday Morning Blues (MMB) among faculty and non-teaching staff in engineering colleges across Hyderabad. The study aims to identify work-related stressors contributing to MMB and evaluate its effect on employee well-being, job satisfaction, and performance in academic institutions. This research will also offer strategies for improving employee engagement and reducing MMB.

Design: A quantitative and qualitative approach will be employed, using structured questionnaires distributed to faculty members across a representative sample of engineering colleges in Hyderabad. The questionnaire will measure the prevalence of MMB, work-related stress, job satisfaction, and organizational culture. Data will be analyzed using descriptive statistics, correlation analysis, and regression analysis to identify key factors influencing MMB and its impact on employee performance.

Findings: Preliminary findings suggest that MMB is prevalent among both teaching and non-teaching staff in engineering colleges, with higher incidence in individuals experiencing workload imbalance, lack of work-life balance, and limited organizational support. The study identifies significant relationships between MMB, job performance, absenteeism, and overall job satisfaction. The results also reveal that workload management, flexible work hours, and mental health support are crucial for reducing MMB and enhancing employee engagement.

Originality: This study is unique in its focus on the academic sector, specifically engineering colleges in Hyderabad, an area where MMB has not been extensively researched. By auditing MMB in an educational setting, this study offers new insights into how academic institutions can address employee mental health and workplace satisfaction, expanding the scope of MMB research beyond corporate environments.

Research Limitations and Implications: The study is geographically limited to Hyderabad and focuses exclusively on engineering colleges, which may affect the generalizability of the findings to other regions or academic disciplines. Future research could expand to other types of educational institutions or geographic areas to provide broader insights. The implications suggest that educational institutions should prioritize employee well-being through structured support systems, improving engagement and reducing stress.

Practical Implications: The findings have practical applications for HR departments and administrators in educational institutions. Recommendations include implementing flexible work schedules, improving workload distribution, and providing mental health programs to alleviate MMB. These strategies can improve job satisfaction, employee retention, and overall performance, contributing to a more engaged workforce in academic settings.

Social Implications: Addressing MMB in educational institutions not only enhances employee well-being but also improves the learning environment for students by fostering a more motivated and engaged faculty. This research contributes to the broader societal conversation on workplace mental health and the importance of supporting employees in high-stress environments, such as academia.

Addressing Workplace Stress in Bengaluru's BPO Sector: HR Strategies and Key Stress-Influencing Factors

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ABSTRACT

This study investigates the impact of workplace stress on employee well-being and performance within the BPO sector of Bengaluru, India. It emphasizes the role of HR strategies in mitigating stress and enhancing job satisfaction. The research sample comprised 229 employees from various BPO organizations, offering insights into the challenges faced in high-pressure work environments. Data was collected through a structured questionnaire designed to capture employee perceptions of stress and the effectiveness of HR interventions.

To achieve the research objectives, an Exploratory Factor Analysis (EFA) was conducted to identify the key stressors and HR strategies affecting employee outcomes. Additionally, Structural Equation Modeling (SEM) was employed to explore the mediating role of organizational culture on the relationship between stress and employee performance. The study further examined how gender influences the experience of workplace stress and the effectiveness of HR strategies through interaction effects within the SEM framework.

Key findings indicate that organizational culture significantly mediates the relationship between workplace stress and employee well-being, highlighting the importance of a supportive work environment in the BPO sector. The analysis also reveals gender differences in how stress is perceived and managed, suggesting that tailored HR policies are essential to address the diverse experiences of male and female employees. While the findings emphasize the need for flexible and supportive work practices, they also underscore the necessity for effective management strategies to balance the benefits of WFH with the challenges of stress and performance. This research provides actionable insights for BPO organizations striving to enhance employee well-being and create a resilient workforce in a competitive industry.

Keywords: Workplace stress, employee well-being, BPO sector, HR strategies, organizational culture, gender differences.

Empowerment and Exploitation: A Study of Female Gig Workers in the Food Delivery Industry

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ABSTRACT

The primary objective of the research is to explore the dual aspects of empowerment and exploitation experienced by female gig workers in the food delivery industry. The study focuses on understanding the systemic barriers that impact the well-being, economic stability, and gender inequality among these workers. It aims to provide insights that can help inform policies to create a more equitable work environment for female gig workers. The study employs a mixed-methods approach that includes both quantitative and qualitative data collection. A structured questionnaire was used to gather data from 204 female food delivery workers, and the analysis was conducted using statistical methods like regression analysis and Structural Equation Modeling (SEM). Additionally, qualitative interviews were performed to capture the lived experiences of these workers.

The study revealed significant barriers faced by female gig workers, such as low income, unsafe working conditions, and a lack of benefits. While the gig economy provides flexibility, it often perpetuates economic and gender inequalities. Women tend to work fewer hours, particularly avoiding late shifts due to safety concerns, which exacerbates income disparities between genders. The findings suggest that gig work, in its current form, limits women's empowerment. This research uniquely focuses on the intersection of gender and gig work in the food delivery sector, offering a gender-sensitive analysis of the systemic inequalities that affect female workers. It highlights the under-researched aspects of safety concerns and economic instability specifically faced by women in this field.

One limitation is the reliance on self-reported data, which may lead to biases. Additionally, the rapidly evolving nature of the gig economy poses challenges in capturing real-time changes in working conditions. Future research could expand on the long-term effects of gig work on women's economic stability and the effectiveness of proposed reforms. The findings of this study suggest the need for targeted policies to improve working conditions for female gig workers. Practical applications include the development of regulatory frameworks that ensure safer working environments, fair pay, and access to benefits, which can enhance the overall economic well-being of female gig workers. The study contributes to the ongoing discourse on gender inequality in the gig economy by highlighting how systemic issues perpetuate economic disparities. It advocates for reforms that not only improve working conditions but also challenge the structural inequalities that limit the empowerment of women in this sector.

Keywords: Female Gig Workers, Food Delivery, Empowerment, Exploitation, Economic Well-being, Gender Inequality, Job Insecurity, Safety Concerns, Gig Economy, Structural Inequalities, Labor Market, Digital Platforms

A Study on the Impact of Green Human Resource Management Practices on Brandimage of the Hotels

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ABSTRACT

The primary objective of this research is to investigate how Green Human Resource Management (GHRM) practices influence the brand image of hotels. By exploring the relationship between sustainable HR initiatives and customer perception, the study aims to highlight the strategic importance of GHRM in enhancing brand reputation within the hospitality industry.

This study employs a mixed-methods approach, combining quantitative surveys and qualitative interviews. A structured questionnaire was distributed to hotel employees and guests in various hotels known for their sustainability efforts. Statistical analysis, including regression and correlation tests, was conducted to examine the relationship between GHRM practices and brand image metrics. Additionally, in-depth interviews with hotel managers provided qualitative insights into the motivations behind adopting GHRM practices and their perceived impact on brand identity.

The research found a significant positive correlation between GHRM practices and the brand image of hotels. Hotels that implemented eco-friendly HR initiatives, such as employee training on sustainability, green recruitment practices, and environmental performance evaluations, reported higher levels of customer trust and loyalty. Additionally, the findings indicated that customers were willing to pay a premium for services from hotels recognized for their commitment to sustainability, which in turn enhanced the hotel's market position.

This study is unique in its comprehensive analysis of the intersection between GHRM and brand image in the hospitality sector. While previous research has addressed GHRM and sustainability individually, this study integrates both concepts to provide empirical evidence on how internal HR strategies can significantly shape external brand perception. The combination of quantitative and qualitative methods also adds depth to the analysis, revealing not just correlations but also the underlying motivations and perceptions of key stakeholders.

The study's limitations include its focus on a specific geographic area, which may restrict the generalizability of the findings. Additionally, the reliance on self-reported data from surveys can introduce bias. Future research could expand the scope to include hotels in diverse cultural and economic contexts, as well as longitudinal studies to track the long-term effects of GHRM practices on brand image over time. Exploring the impact of external factors, such as economic downturns or changes in consumer behavior, could further enrich the understanding of GHRM's role in brand management.

The findings suggest that hotel managers should strategically implement GHRM practices to enhance their brand image. Initiatives such as green employee training programs, sustainable recruitment practices, and performance evaluations focused on environmental impact can differentiate hotels in a competitive market. Furthermore, effective communication of these practices to customers can strengthen brand loyalty and attract environmentally conscious travelers.

This research contributes to the growing discourse on corporate social responsibility in the hospitality industry. By demonstrating that sustainable HR practices not only benefit businesses but also positively impact societal perceptions, the study encourages hotels to adopt practices that promote environmental stewardship and community engagement. This alignment of business goals with social responsibility can lead to broader societal benefits, including increased awareness of sustainability issues among consumers.

Keywords: Green Human Resource Management, brand image, hotels, sustainability, corporate social responsibility, employee engagement, customer loyalty, eco-friendly practices, hospitality industry, market positioning.

A Study on the Impact on Effectiveness of Work Place Spirituality on Employee Productivity

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ABSTRACT

The relationship between workplace spirituality and employee productivity has garnered significant attention in recent years, yet the underlying mechanisms facilitating this connection remain unclear. Despite growing evidence suggesting a positive correlation between workplace spirituality and employee outcomes, organizations continue to struggle with implementing effective spiritual practices. This study addresses the research gap by investigating the impact of workplace spirituality on employee productivity, with a specific focus on identifying the mediating role of psychological safety, employee engagement, and organizational citizenship behaviour.

This study employed a mixed-methods approach, combining both qualitative and quantitative data from a sample of 55 employees across various industries. A survey design was utilized, incorporating established measures such as the Workplace Spirituality Scale (WSS), Employee Productivity Scale (EPS), Psychological Safety Scale (PSS), Employee Engagement Scale (EES), and Organizational Citizenship behaviour Scale (OCBS). Multilevel analysis and structural equation modelling were conducted to examine the relationships between variables. Semi-structured interviews with 30 organizational leaders provided additional insights into the implementation of spiritual practices.

The study's findings reveal a significant positive correlation between workplace spirituality and employee productivity ($\beta = 0.32$, $p < 0.01$), mediated by psychological safety, employee engagement, and organizational citizenship behaviour. Spiritual leadership and organizational culture emerged as key predictors of workplace spirituality. The results suggest that organizations can enhance employee productivity by fostering a spiritual work environment. Future research should explore longitudinal designs to establish causality and examine the generalizability of findings across diverse cultural contexts. This study contributes to the growing body of literature on workplace spirituality, providing valuable insights for scholars, practitioners, and policymakers seeking to promote positive workplace cultures.

Keywords: Workplace Spirituality, Employee Productivity, Organizational Behaviour

Technology Integration with Application Programming Interface to Track, Fetch and Maintain Employment Laws in the Areas of Organizational Operations

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ABSTRACT

Invigorating compliance management and implementing technology-supported change are crucial for businesses. The regulatory landscape is intricate and dynamic. Employers must deal with a complex web of regulations that call for in-depth knowledge, quick response, and efficient cooperation. Annual filings and compliances make up the regulatory environment. This regulatory environment is always changing due to regulatory revisions. Failure to follow the rules may result in fines, legal implications, and severe damage to the company's reputation. The study's main focus is on the use of emerging technology to simplify the task of following employment laws across diverse businesses' operational areas.

AI-Powered Human Resource Management for Gig Workers: A Comprehensive Analysis of Opportunities and Challenges in the Evolving Gig Economy

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ABSTRACT

Purpose: This paper explains the role of human resource management (HRM) in AI-dominated gig platforms, exploring how digital transformations in artificial intelligence and employment dynamics. Specifically, it examines the HRM practices from the gig platform perspective, acknowledging these technologies' unique challenges. The purpose is to fill the gap in existing research, which has primarily focused on gig workers' experiences, by exploring the HRM functions from the employer's point of view. The paper also seeks to provide actionable insights for HRM practitioners to design policies that meet the changing demands of gig workers driven by rapid technological advancements.

Design/methodology/approach: The paper adopts a SWOT analysis methodology to evaluate strengths, weaknesses, opportunities, and threats. Through this framework, the paper identifies key challenges, such as the lack of employee-employer relationships, issues of worker autonomy, and the digital divide impacting gig workers. The paper further highlights opportunities for platforms to leverage AI to manage gig workers effectively by improving onboarding, training, and performance management processes. It provides context for the discussion. It is continued by analyzing the implications of AI-HRM integration for workers and employers and recommendations for HR practices to address these issues.

Findings: The findings suggest that AI has the potential to improve HRM functions in the gig economy significantly. AI can streamline worker management by automating hiring, task allocation, and performance evaluation, making HRM more efficient. However, the research also highlights critical challenges. The lack of employer-employee relationships in gig work weakens the role of traditional HR practices, such as offering career development or job security. Furthermore, workers face increased stress due to constant digital monitoring and the blending of work-life boundaries. There is a need for HRM systems to address these issues by providing more structured support for workers, including mental health resources, continuous upskilling opportunities, and fair performance metrics.

Originality: This paper is one of the few studies that explore AI's influence on HRM in the gig economy from the perspective of gig platforms. While many studies have focused on the worker's experience in the gig economy, this paper addresses the often-overlooked employer side, offering a comprehensive analysis of HRM functions on AI-driven platforms. The paper adds value by integrating AI into HR practices, offering insights into how HR professionals can adapt to digital transformations in the workforce. The novelty of this study lies in its detailed exploration of AI-augmented

HRM practices and the operational benefits they offer to both gig workers and platforms.

Research limitations/implications: It has limitations and focuses on platforms operating in the AI-driven gig economy. It does not extensively cover industries where gig work is less tech-intensive. Additionally, it uses a SWOT analysis, which provides a valuable snapshot of current challenges and opportunities but may oversimplify complex HRM dynamics. Future research should expand by exploring other analytical frameworks and focusing on different industry contexts where the gig economy is prevalent. Additionally, longitudinal studies could assess how HRM practices evolve with further technological advancements and their long-term impact on gig workers.

Practical implications: For practitioners, the study highlights the need to rethink HRM strategies in light of AI's growing influence on gig work. It suggests that HR professionals working with gig platforms should adopt AI-driven tools to manage the workforce better while also considering gig workers' social and mental well-being. What needs to be clarified includes developing flexible, technology-friendly HRM systems that ensure fair compensation, transparent performance metrics, and continuous skill development. The research also emphasizes the importance of providing social protections for gig workers, such as health benefits and job security measures, even within the informal nature of gig employment.

Social implications: As AI reshapes the workforce, gig workers increasingly face job security, work-life balance, and professional development challenges. This research underscores the social responsibility of gig platforms to protect workers' rights and improve their working conditions. The paper argues that while AI can enhance operational efficiency, it also creates an obligation for gig platforms to provide a more humane working environment. Issues such as worker isolation, lack of community, and the psychological toll of digital surveillance must noticed by gig platforms through appropriate HR policies. Ensuring that gig workers have access to social protections and fair treatment is essential for the sustainability of the gig economy.

Diversity and Inclusion in Indian Workplaces: A Bibliometric Analysis Using Bibliometrix R Tool and Future Research Agenda

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ABSTRACT

Purpose: The goal is to describe the intellectual environment and suggest a future research agenda that meets the needs of Indian organisations navigating the complexity of workplace diversity.

Design/methodology/approach: The study uses bibliometric analysis, The core keywords considered for this study were "Diversity" AND "Inclusion", as well as "Diversity" or "Inclusion" independently. On June 24, 2024, at 11: 55, the authors searched the Scopus database. The search was limited to works published between 1860 and June 24, 2024, encompassing a vast historical era to offer a full grasp of the issue. The search, which used the identified keywords, originally yielded 998, 101 items. After a comprehensive screening procedure, 319 publications remained for final analysis. These articles, which expressly address diversity and inclusion in the Indian workplace, range from 1990 to 2024, demonstrating the growing scholarly interest and shifting focus on this subject throughout time. In the present study, we used VOSviewer and bibliometrix to analyse and visualise the bibliographic information. This software proves highly effective for theme analysis, co-occurrence analysis, cluster analysis, and thematic evolution (Baker *et al.*, 2021; Srivastava, 2021).

Findings: Key findings include the identification of key studies on gender diversity, corporate governance, and cultural diversity. The findings highlight 13 theme groupings, including gender dynamics, corporate governance, workplace inclusion, and innovation. Gender diversity, particularly in senior positions, has been shown to improve financial performance and corporate governance. Emerging topics include identity intersectionality (caste, gender, disability), the significance of diversity and inclusion in driving innovation, and sector-specific diversity problems.

Originality: This study offers a novel bibliometric analysis of diversity and inclusion (D&I) research in the Indian workplace, providing new insights into emerging themes, intellectual frameworks, and future research possibilities. The use of intersectional viewpoints and advanced bibliometric methodologies separates this study from previous research in the area.

Research limitations/implications: First, the bibliometric study was primarily based on the Scopus database, which, while extensive, may have left out pertinent research from other databases such as Web of Science, Google Scholar, or regional journals that may have provided additional insights particular to the Indian setting. The study included 319 documents that were narrowed down through the use of inclusion and exclusion criteria, but it excluded non-journal publications such as conference papers,

book chapters, and reviews, which could have provided valuable emerging insights or preliminary findings in the field of diversity and inclusion. In terms of analysis, the study used bibliometric tools such as VOSviewer and Biblioshiny to conduct performance, co-occurrence, and bibliographic coupling tests. Furthermore, the keyword selection, which focused exclusively on "Diversity" and "Inclusion" and their independent use, may have limited the scope of the research, perhaps missing studies using alternative or comparable terminology.

Practical implications: First, managers should prioritise gender diversity, particularly at the leadership level. The findings indicate a direct correlation between gender-diverse boards and higher financial performance, corporate governance, and decision-making processes. Second, Managers must prioritise building a culture in which all workers feel appreciated and have equal opportunities for advancement. Third, data shows that diversity management should be considered as a source of creativity. Fourth, organisations must include D&I objectives within their corporate governance systems. Fifth, to ensure long-term success, Indian businesses should invest in regular diversity training and awareness initiatives. Finally, performance measures for diversity should be included in human resource activities such as recruiting, promotions, and employee evaluations. This promotes responsibility and development towards a more inclusive workplace.

Social implications: Methodologically, this study emphasises the importance of using advanced bibliometric techniques, such as co-occurrence analysis, bibliographic coupling, and science mapping, to uncover intellectual patterns, emerging trends, and influential contributions in D&I literature. Conceptually, the approach advocates for a more integrated view of diversity and inclusion. Traditional research frequently addresses diversity categories (such as gender, ethnicity, or disability) in isolation, failing to address the complex, overlapping nature of various identities in professional contexts. In terms of thematic evolution, the study identifies numerous growing topic clusters, including workforce diversity, cultural intelligence, disability inclusion, and gender diversity's influence on financial performance and governance.

Keywords: Diversity; inclusion; India; bibliometric analysis; science mapping; gender

Fostering Employee Happiness through Emotional Intelligence: The mediating Role of Altruistic Leadership

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ABSTRACT

Purpose: The purpose of this study was to investigate the relationship between emotional intelligence and employee happiness, with altruistic leadership as a mediator and explore the role of employee happiness in driving improved performance.

Design/methodology/approach: The hypothesis was studied on a sample of 433 employees in the hospitality sector using PLS-SEM

Findings: The result shows that emotional intelligence positively effects employee happiness and in turn results in enhanced employee performance. Additionally altruistic leadership mediates the relationship between emotional intelligence and employee happiness.

Originality: Despite the importance of emotional intelligence and employee happiness for the productivity and growth of employees and organisations, the study of these relationships is largely unexplored. This study proposes and tests this relationship in which emotional intelligence is linked to employee happiness through mediation of altruistic leadership and also study its impact on employee performance.

Research limitations/implications: Our data were limited to employees in the hospitality sector which may affect the generalisability of our findings. Future studies should explore other tourism-related sectors such as tour operators and different service industries like casinos and retail stores. Additionally, the cross-sectional design used for data collection prevents establishing causal relationships among the variables. Experimental and longitudinal research would better demonstrate the pathways from emotional intelligence to employee happiness, mediated by altruistic leadership and its influence on employee performance.

Practical implications: Managers can boost employee happiness and productivity by improving emotional intelligence through techniques like self-awareness and social skills. Employers should also prioritize altruistic leadership, which involves being considerate and aligning goals with subordinates to foster a sense of contentment and belonging among employees.

Social implications: Our study highlights the societal impact of employee happiness through a framework linking emotional intelligence and altruistic leadership to workplace well-being. We find a strong positive connection between emotional intelligence and employee happiness emphasizing the need to nurture emotionally intelligent individuals in organizations. Altruistic leadership is also crucial as leaders who prioritize employee well-being foster a culture of support and empathy. This leads

to higher engagement, lower turnover and improved mental health. Ultimately, investing in emotional intelligence and altruistic leadership benefits organizations and strengthens communities by creating a more satisfied and motivated workforce.

The Interplay of Leadership, Motivation, and Performance: A Systematic Exploration of Their Interconnectedness in Business Settings

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ABSTRACT

With impressive effects on the persistence of commitments by various organisations, transformational leadership has found its application on numerous occasions. Transformational leadership is key, to achieving success. This study uses social exchange theory to investigate how transformational leadership impacts motivation and performance. Understanding leadership from this perspective helps us uncover how different leadership actions affect employee motivation and performance, across business settings. Organizational success is intricately tied to how it performs and transformational leadership plays a role, in creating an atmosphere that sparks inspiration and motivation among employees while also positively impacting their behavior – fostering a culture that nurtures progress and success. The main goal of this research is to carry out a review of existing literature to explore the relationships between transformational leadership effectiveness on employee motivation and overall performance levels. In this study utilizing the Scopus database a total of 321 research articles focusing on these core themes were analyzed. A comprehensive scrutiny of these materials was undertaken following the PRISMA approach, with the objective of conducting a review of the existing literature. This review aims to set the groundwork, for studies on factors that require thorough examination. With a focus, on all facets of leadership and how it influences performance this article provides perspectives that can be utilized in upcoming research endeavors.

Keywords: transformational leadership, motivation, performance, Systematic review, and PRISMA

The Future of Work; Opportunities and Challenges in Gig Employment

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ABSTRACT

Gig employment is a word used to describe short-term, flexible, and frequently freelance work arrangements in which people take on "gigs" or short-term projects in place of traditional full-time jobs. Gig work is made possible by digital platforms and mobile technologies, and it includes a wide range of activities, including freelance writing, design, consulting, technical development, and transportation and delivery.

The primary aim of the study is to evaluate the effects of gig work on worker satisfaction, mental health, and work-life balance, to identify the challenges gig workers are facing regarding employee benefits and job security

Data is gathered by examining government databases, industry statistics, and previously published papers in order to contextualize findings and spot trends. Reports from the Bureau of Labor Statistics, think tank studies, and platform-specific publications are examples of possible sources. The study uses both quantitative and qualitative methodologies.

The ability to choose their own hours and work numerous jobs is provided by gig employment, which is especially advantageous for people who need extra cash. The independence and freedom that come with gig employment, which enables individuals to balance other obligations like childcare or education, are praised by many gig workers. Income is frequently erratic, and many workers experience earnings volatility. Because of this income instability, gig workers may find it challenging to acquire traditional financial services like credit or loans and to plan for long-term financial security.

Keywords: Technology, Employment, challenges

Empowering Employees through Green HRM: The Role of Organizational Support and Ownership in Fostering Engagement

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ABSTRACT

Purpose: This study examines how Green HRM affects Work Engagement (WE), focusing on the mediators Psychological Ownership (PO) and Perceived Green Organizational Support (PGOS). This increases understanding about the effect that sustainable HR practices have on engagement of employees.

Methodology: A cross-sectional survey was used to collect data from 254 participants across industries. To analyze these relationships, direct, indirect and moderated effects were tested using Structural Equation Modeling (SEM). The study used the Job Demands-Resources (JD-R) model to develop a basis for the impact of GHRM practices on employee engagement.

Key Findings: The results indicate that GHRM positively impacts WE through PGOS and PO, implying that engagement is fostered by supportive environments and empowered people.

Originality: In this research, the JD-R model is extended into psychological and ecological dimensions, in which PO and PGOS play a mediating role in the GHRM–WE relationship. The research is unique in its treatment of the 'human side' of GHRM, on how sustainable practices may impact on deeper psychological outcomes.

Research Limitations/Implications: The cross-sectional design prevents causality with the sample predominantly from North America and Europe. Future research should include the use of longitudinal methods to test the entire model and to explore cultural differences as well as other psychological mechanisms (i.e., green identity) to enhance our current knowledge.

Practical Implications: Organizations need to enhance the psychosomatic perception of green support and enhance sense of ownership of environmental projects. The case for participative decision-making and green rewards suggests that motivation and sustainability objectives can be achieved.

Social Implications: When employee wellbeing and environmental sustainability are promoted within organizations through GHRM practices, the organization's growths and well being of the natural environment become efficient.

Keywords: Green HRM, Work Engagement, Psychological Ownership, Perceived Green Organizational Support, Sustainable HR Practices.

Balancing Family, Career, and Stress: Analytics-Driven Work-Life Management for Sustainable Business Success

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ABSTRACT

Purpose: This study will mainly elaborate on how analytics-driven work-life management strategies will achieve sustainable business success as well as the effects of these on family balancing and stress by improving workers' well-being and productivity levels.

Design/methodology/approach: This will be a ***mixed-methods research*** study with in-depth '***qualitative interviews'*** with HR leaders and line managers from across industries. A '***quantitative survey'*** of employees will be developed to understand the present state of work-life integration practices which can have significant effects on stress. '***Statistical analytics techniques'*** will be applied to survey data to determine key drivers of work-life balance and their implications for organizational outcomes. Based on ***SPSS*** the statistical analysis will be developed.

Findings: The '***qualitative and quantitative findings'*** suggest that data-driven and personalized work-life management and its effects on family can be more suitable for organizations to support employees' professional and personal responsibilities, which leads to higher retention, engagement, and more generally, business performance. Some specific HR policies, managerial behaviours, and technological enablers enabling sustainable work-life practices are identified in the study.

Originality: The present study adds a new, '***analytics-based approach'*** to the perennial problem of work-life balance by addressing it using a mix of quantitative and qualitative perceptions. It captures both data-driven and human perspectives and, therefore, provides an overall framework for effective management of work-life that is so essential to achieving success sustainably in business. It will identify, using statistical analytics, the most important '***work-life integration drivers, actionable human resources policies, and managerial behaviours'*** in favour of employee well-being, and those related to the enablers through technology. In other words, it concludes that an evidence-informed personalized approach to work-life balance improves engagement and retention, with overall benefits for the well-being of the greater good of society, as gender equality and family well-being align business objectives with social progress. This balanced view can help organizations adapt to the changing work environment of today, hence to long-term productivity and a resilient workforce.

Research limitations/implications: Small sample sizes are common, and studies have covered a range of group industries. Indeed, future studies can expand the scope to

include more geographically dispersed groups of participants. Longitudinal research will also be essential to elucidate the long-term impacts of work-life management initiatives.

Practical implications: These findings are exceedingly useful to HR leaders and senior executives looking to upgrade work-life support systems in organizations. This sets the route for implementing analytical-powered solutions toward creating a flexible, employee-centric work ecology.

Social implications: The study will contribute to some of the broader societal goals such as gender equality, family well-being, reasons for stress and enhancement in the quality of life among working professionals by encouraging sustainable work-life practices.

Keywords: Work-life balance, work-life integration, stress, sustainable business, employee and family wellbeing, HR analytics, organizational performance

Article classification: Mixed-methods research on both qualitative and quantitative studies provides a good complement with rich, ***descriptive insights*** into managerial views and work-life integration determinants. The statistical analytics and HR technology support the needs of the analysis the study intends to undertake, '***articles in sociology*** and ***public health journals'*** bring forth such social impacts as family '***well-being and gender equality***.' Work-life balance policy documents originating from '***governmental sources'*** place it within larger conceptual frameworks of communal aims and thus provide a more holistic perspective toward sustainable business practices and employee-centric management.

Creative Performance in the Digital Era: Understanding Leadership Configurations through fsQCA

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ABSTRACT

Purpose: Today's digital age is characterized by dynamic technological advancements resulting in a VUCA (volatile, uncertain, complex, and ambiguous) business landscape. In such a competitive market environment, it becomes pivotal for organizations to cultivate a culture of creativity and innovation for generating novel ideas to solve problems at hand in a more effective manner. Creative performance is a strategic imperative for organizations to address market challenges and consistently gain a competitive edge. Leaders play a significant role in developing a culture of creative thinking and innovative problem-solving. However, empowering and encouraging employees' creative performance in the digital age requires a new set of leadership skills. Based on the Digital Leadership Framework, this study explores the configuration of seven digital leadership roles (Digital Pioneer, Networker, Innovator, Enabler, Mentor, Manager, Digital Mentee) that enable leaders to enhance or not enhance creative performance.

Design/methodology/approach: For the current study, the data were collected from 330 employees engaged in remote work in the IT/ ITeS sector. Digital leadership and creative performance were measured on a 7-point Likert scale using adapted scales. Firstly, Smart-PLS 4 software was used to establish the reliability and validity of the constructs under study. Next, fsQCA software was used to perform a fuzzy-set qualitative comparative analysis. fsQCA offers several advantages compared to traditional quantitative analysis methods as it combines both qualitative and quantitative assessments for determining the necessary and unnecessary conditions to achieve the outcome variable. This helps in deriving a range of combinations/ configurations of contributing conditions resulting in the outcome variable. Our study also established the predictive validity of the model.

Findings: The results highlight seven digital leadership configurations that lead to creative performance outcomes and another seven digital leadership configurations that do not lead to creative performance. Some of the digital leadership roles when combined resulted in a higher level of creative performance as compared to other combinations, highlighting multiple paths through which varying levels of creative performance can be achieved.

Originality: Very limited studies have employed fsQCA in the context of digital leadership and creativity. Our study offers a novel approach to rigorous methodological inquiry in this field. Further, it integrates academic and practical insights to offer a model consisting of various configurations of digital leadership roles

for employees' creative performance that is relevant to today's practical needs of organizations.

Research limitations/implications: The findings of the research offer practical insights to leaders and managers of digital organizations by offering a tangible approach to behaviors and roles of digital leaders that are pivotal in enhancing creative performance. Organizations need to prioritize such digital leadership roles for fostering a culture of creativity and innovation. Further, it also paves the way for managerial decision-making in avoiding those digital leadership roles that dampen creative performance. Theoretically, it deepens the understanding of digital leadership roles concerning creativity and innovative behavior of employees through the lens of the digital leadership framework.

Role of Agency and Structure in Impacting SDG 4 (education): Some Evidences from an Indian National Education Program (SSA)

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ABSTRACT

Purpose: The traditional Indian education system operated on a community-led, community-driven model situated in a participatory community-supported ecosystem. It was the introduction of western education that changed this dynamic to make it a top-down approach placing the state at the helm of affairs. Subsequent internal and international developments such as Liberalization, Globalization and Privatization, resulted in the Corporatization of the education sector reducing learning and knowledge dissemination from a value-based endeavor to just another remunerative endeavour. However, with the introduction of the Sarva Shiksha Abhiyan by Govt. of India, community engagement in education in the form of School Management Committees (SMC or called SDMC in Karnataka India) was reintroduced to enhance school outcomes. The imperatives of the Right to Education Act further reinforced the centrality of community ownership in the elementary education system in the years ahead. Against this backdrop, we undertook a study on "Enhancing School Management Outcomes from the perspective of Community Ownership and Social accountability".

Design/methodology/approach: The methodology included a review of the policy guidelines extant and literature review; scoping visits for a ground-level understanding; followed by a consultation workshop to develop a robust and scientific research design. Following a multistage sampling design, this study covered 17 education districts (out of 34 educational districts in Karnataka) which were randomly selected from all the four divisions of Karnataka. Five schools each from any two Blocks (1-2 urban and 3-4 rural) were selected through purposive sampling from these districts. Thus, overall 170 schools were selected from 17 educational districts @ 10 schools / district. In each selected school out of 18 SDMC parent-members, eight members in total with a break up of six parent members and two non- parent members for 170 schools were interviewed for both baseline and end line study. Thus, a total of 1016 SDMC parent members and 340 non-parent members were interviewed from 170 schools in each of the surveys. A composite index calculated for each of the constructs of the study (agency, structure) using the indicators that are listed under that specific construct. The construction of each composite index involved the use of Principal Component Analysis (PCA) to determine the optimal components. To arrive at the aggregate score for each component, the indicator value is multiplied with scores of individual components and finally divided by the proportion of variance explained by it. This is further aggregated by using "Manhattan Distance" to arrive at the construct score.

Findings:

- The criteria for the selection of and the process for appointment of members to the SDMC need to be made more scientific and rigorous. It would add considerable value if the educated youth volunteers, especially women are enlisted as SDMC members.

- A focused IEC campaign targeting the parent and non- parent members of the SDMC on their roles and responsibilities as SDMC members must be undertaken.

- The guidelines for and the mandate of the SDMC need revision. It would be useful to delineate the decision areas based on SMART indicators - Specific, Measurable, Achievable, Relevant, and Time-Bound – to help achieve targeted outcomes.

- A standard operating protocol that establishes specific standards, processes, and templates must be developed and adopted to ensure that the SDMC functions uniformly and effectively.

- The SDMC must be provided with formal status and adequate funding involving devolving funds, functions and functionaries to Gram Panchayats.

Originality: The end goal of this study has an innovative approach to design an implementation strategy that can foster community participation in the governance of schools; develop capacities on both the supply and demand sides at the last mile; promote evidence-based and data driven research to build knowledge and learning; and help strengthen the grievance redress mechanism to support the SDMC.

Research limitations/implications: The non-availability of authentic, verified data at all levels, to validate, supplement or negate findings posed a difficult situation so the limitations. Thus, reliance on secondary data and qualitative data collected in the duration of the project had to be leveraged to fill in the void.

Practical/ Social implications: The theory of change of this study is constructed on triggering hope and aspiration in the citizens at both the household and community levels; and restores to them the locus of control to engage in the school management process to achieve better school outcomes.

Keywords: Community, Ownership, Agency, Structure, Policy, Governance, school management.

Barriers to the Implementation of Sustainable Green Human Resource Management Practices: Insights from Indian Small and Medium Enterprises

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ABSTRACT

Purpose: The primary objective of this research is to investigate the connection between green HRM and organizational sustainability while identifying the obstacles that impede the adoption of sustainable green HRM practices in Indian SMEs with special reference to Odisha

Design/methodology/approach: Data were gathered from small and medium enterprises in the twin towns of Bhubaneswar and Cuttack, located in Odisha, India. A self-administered questionnaire was utilized to collect responses pertaining to the study constructs. Additionally, structural equation modeling (SEM) techniques were employed using SPSS 20 and AMOS 20 software to analyze the proposed relationships

Findings: The research framework presents a theoretically validated set of hypotheses for empirically examining the relationship various constrains that prevents effective implementation of green HRM practices for sustainability in the context of Indian small and medium enterprises. The findings of the study revealed that Financial Constraints, Awareness, Organizational Resistance, Policy Support, Infrastructure considered as the highly responsible factors for the effective adoption of green initiatives.

Originality: This is one of the few studies attempting to identifying barriers to implement sustainable green HRM practices SME sector of Odisha

Research limitations/implications: This study presents several potential limitations. Firstly, green HRM practices differ across firms, industries, and economies. While the sample selected for this research represent SMEs with reference to the state of Odisha. Future investigations could broaden the scope to encompass a more diverse range of industries. Secondly, the exploratory nature of this research results in a relatively small and non-representative sample. Future studies might consider employing a quantitative methodology to evaluate the alignment proposition proposed in this paper. Lastly, this research was conducted solely in Odisha. Future research could benefit from a cross-cultural design and comparative analyses of Green HRM adoption across different cultures and nations.

Practical implications: While the implementation of Green HRM practices can offer substantial long-term benefits to SMEs in India, several barriers—including financial constraints, lack of awareness, resistance to change, insufficient policy support, and infrastructure limitations—must be addressed.

Social implications: Policymakers, business leaders, and stakeholders need to collaborate to create an enabling environment that fosters the adoption of green practices in SMEs, thereby contributing to sustainable economic development in India.

Building Sustainable Workplace through Spiritual Values: In Context to Malaysia

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ABSTRACT

Purpose: The primary objective of this research is to explore the role of spirituality in fostering a sustainable work culture within the Malaysian context. Given the country's diverse cultural and religious landscape, the study examines how integrating spiritual values can enhance ethical behavior, employee well-being, and organizational resilience, with a particular focus on promoting ethical decision-making, job satisfaction, and employee retention.

Methodology: A mixed-methods approach was employed, combining quantitative surveys and qualitative in-depth interviews. Data were gathered from employees across various industries in Malaysia, including IT, education, and healthcare sectors. This approach enabled the study to capture a comprehensive view of how spiritual values influence workplace dynamics and sustainability.

Findings: The study finds that workplaces which integrate spiritual values—such as mindfulness, compassion, and interconnectedness—report significantly higher levels of employee engagement, trust, and lower turnover rates. Spirituality in the workplace also fosters a sense of shared purpose and community, contributing to a supportive environment that helps balance personal and professional life, reduces burnout, and promotes long-term organizational sustainability.

Originality: This research highlights the underutilized role of spirituality in organizational development, offering a novel perspective on how spiritual principles can be integrated into workplace culture. It emphasizes the potential of spirituality to drive not only ethical behavior but also broader organizational goals related to sustainability and employee retention.

Research limitations/implications: The study is limited by its scope, focusing primarily on a Malaysian context, which may not be fully generalizable to other cultural settings. Future research should explore the global applicability of these findings and investigate the long-term impacts of spiritual values on organizational performance and sustainability.

Practical implications: This research provides practical insights for organizations seeking to integrate spiritual values into their policies and strategies. By doing so, businesses can enhance employee satisfaction, reduce turnover, and contribute to a more sustainable and ethical work culture. The study advocates for the inclusion of spirituality in corporate strategies to address both operational and societal challenges.

Social implications: The study underscores the social impact of incorporating spirituality into the workplace, fostering an environment that prioritizes well-being,

compassion, and ethical conduct. It suggests that organizations embracing these values can play a significant role in promoting social responsibility and community well-being.

Application of Gestalt Therapy and Transactional Analysis on Organizational Development (OD)

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ABSTRACT

Purpose: This research studies the development and application of interventions inspired by Gestalt Therapy and Transactional Analysis to boost Organizational Development by promoting emotional intelligence, teamwork, and leadership. Gestalt Therapy is based on a present-moment awareness of the individual experience in the "here-and-now, " so attention is paid primarily to emotions, thoughts, and objects within its conceptual realm. This awareness fosters self-acceptance and authentic communication, which helps build healthier interpersonal relationships. TA, by analyzing the ego states of Parent, Adult, and Child, seeks to improve communication by creating authenticity in relationships and enhancing interpersonal understanding. The study proposes a combined framework using Gestalt's emphasis on self-awareness and TA's approach to structuring communication and ego states to enhance interpersonal dynamics within organizations.

Design/methodology/approach: The study is based on in-depth interviews and survey responses from greater than 50 professionals who have had an opportunity to deliver these therapies in work settings. It sheds light on how Gestalt and TA-based interventions practically benefit participants. This use includes trainings enhancing self-awareness, empathy, and emotional regulation for the employee and the leader to deal with conflicts, build collaborations, and enhance communication among them.

Findings: The findings indicate that Gestalt and TA-based interventions offer practical solutions for personal development, leadership, and organizational sustainability. Gestalt Therapy uses methods like the "Hot Seat" to encourage open expression and active listening, fostering a culture of mutual respect within teams. TA's focus on ego states brings awareness to automatic reactions in interactions, helping to prevent misunderstandings and power struggles. Together, these approaches create an environment conducive to teamwork and productive communication.

Originality: The originality of this study lies in considering a combination of Gestalt Therapy and TA within an Organization Development paradigm. Unlike most conventional OD models that tend to straitjacket and allow for stuffy concept variations, these psychotherapeutic approaches provide a more adaptive and personalized platform for self-reflection and feedback processes, enhancing career measure dynamics in attunement with, and in support of, both personal and organizational objectives.

Research limitations/implications: The qualitative nature of this research may limit generalizability for credibility, whereas the interpretation of respondents as they

applied Gestalt and TA ideas may have injected some bias into responses. Future research could adopt quantitative approaches to assess the sustainable organizational-level effects of these interventions in other settings.

Practical implications: Besides the apparent concern over organizational performance that these methods evoke, their implications are loftier. Improvements in team work, conflict resolution, and leadership skills, for example, are likely. In these approaches, safe environments are created where employees feel free to express their views, thus maximizing productivity and satisfaction.

Social implications: Through self-awareness, empathy, and communication skills, these interventions foster an inclusive and collaborative work culture where mental well-being is nurtured along with traditional productivity, thus fitting to the current societal movements supporting the mental health plight at the workplace.

Keywords: Gestalt therapy, Transactional Analysis, Organizational Development, Psychotherapy, Workplace dynamics, Emotional intelligence, Teamwork, Leadership, Communication, Conflict resolution, Professional development, Organizational culture.

Gender Diversity on Corporate Boards: From Conceptual Framework to Practical Implementation for Indian Small and Mid Cap Companies

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ABSTRACT

Purpose: The presence of women on corporate boards has emerged as a pivotal factor in fostering effective governance within the modern business landscape. Gender diversity in leadership roles is increasingly regarded as essential for robust corporate governance frameworks. This study examines the extent of gender diversity on the boards of publicly listed small and mid cap companies in India, with particular attention to the impact of the Companies Act 2013.

Design/methodology/approach: We examine 100 small cap and 100 mid cap companies listed in BSE 500 during the fiscal period 2015-16 to 2022-23. We selected the companies depending on the market cap.

Findings: This research reveals that majority of the firms surveyed included female directors, while a small percentage had none.

Originality: Although these findings indicate progress toward inclusivity, substantial variation persists, with some boards featuring multiple women while others remain exclusively male. We focused on small and mid cap companies, as they are generally less explored in comparison with large cap companies.

Research limitations/implications: Due to constraint of time and lack of proper resources, we kept our sample size within 200 companies. The study could be more effective if we could have a larger sample.

Practical implications: This study aims to address the gap between regulatory intent and actual board practices, proposing that increased female representation may enhance governance quality and corporate resilience.

Keywords: Gender Representation, Corporate Boards, Diversity in Leadership, Regulatory Compliance, Corporate Governance, Gender Diversity, Gender gaps in corporate boards

Solving Recruitment and Retention Challenges at Sehat Connections LLP: Insights and Recommendations

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ABSTRACT

Mr. Kulvinder Ruhil is the founder of a chain of gyms named **Sehat World (Under the aegis of Sehat Connections LLP).** It was established in the year 2016 at Dwarka, New Delhi. Since the inception of Sehat Connections LLP, Kulvinder Ruhil is facing function level problems with the manpower recruitment and retention. This problem has been disturbing the whole customer experience and makes it difficult for customers to access and use the gym facilities during its operation hours. Mr. Ruhil analysed the problem and concluded that the problem is arising due to mismanagement in talent acquisition for positions that directly interact with consumers. An in-house attempt to solve the problem after going through various applications of the **business problem solving** processes was taken up. The team expects that by **implementing** the techniques of **problem solving** they will be able to hire and **retain** the right talent for **customer service** at all the business hours.

Assessing the Role Role of Digital Strategy over the Determinants of Work-Family Balance and Employee Performance – An Empirical Analysis with reference to Higher Educations in the state of Andhra Pradesh

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ABSTRACT

In today's fast-paced and ever-changing workplace, digitalization is more important in defining the dynamics of work-life balance and employee success. The higher education industry, particularly in states such as Andhra Pradesh, has seen significant shifts as a result of digital methods deployed within institutions to improve productivity, connection, and operational efficiency. The purpose of this study is to conduct an empirical analysis of the influence of digital strategies in influencing work-family balance and employee performance in Andhra Pradesh's higher education institutions. Through the lens of digitalization, this study investigates how technology interventions affect employees' capacity to balance their professional and personal duties while maintaining peak performance levels. The education industry in Andhra Pradesh, like elsewhere in India, is undergoing a digital revolution that includes the use of advanced technical tools into both administrative and academic procedures. The trend became more obvious after the COVID-19 epidemic, when remote instruction, virtual meetings, and digital management tools were commonplace. While these digital improvements provide great opportunity for improving work procedures, they also create new obstacles, notably in managing professional and family commitments.

Leader Humility and Reverse Mentoring: A New Paradigm for Enhancing Work Performance among the Indian Information Technology Professionals

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ABSTRACT

Purpose- Using the theoretical lens of the job demand resource theory and social exchange theory, this study investigates the interrelationships between leader humility and subordinate work performance via reverse mentoring. Additionally, this study examines the moderating role of leader competence to determine the effectiveness of leader humility in fostering reverse mentoring.

Design/methodology/approach- The data for the study was collected using the time-lagged, multi-wave survey from 325 information technology professionals in various organizations with a two-week interval between each wave. Partial least square structural equation modeling was employed to test the research hypotheses.

Findings- The results reveal that leader humility played a significant role in fostering reverse mentoring, which in turn enhanced subordinate performance. Moreover, leader competence positively moderated the relationship between leader humility and reverse mentoring.

Practical implications- This study provides vital evidence to support the way practitioners can leverage reverse mentoring to enhance subordinate performance. Additionally, this study unfolds the importance of expressed humility and leader competence in creating a conducive environment for reverse mentoring to flourish in organizations.

Originality/value- This study provides novel insights into the process that underlies the association between leader humility and subordinate performance by revealing the hitherto overlooked importance of leader competence and reverse mentoring.

Systematic Literature Review of Sustainable Human Resource Management

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ABSTRACT

Exploring the relationship between sustainable HRM and people, organizations, and society is the aim of this systematic literature review. Several studies reveal the relationship between sustainable HRM and a company's and its employees' well-being at work. Its overall societal influence, however, has not received much empirical attention. Future studies should examine the interaction between people and SHRM from the perspective of the individual and examine the overall effects of SHRM practices using in-depth models and theoretical connections.

Keywords: "Sustainable Human Resource Management", "Sustainable HRM" "SHRM"

Today, companies and businesses are evaluated upon a wider spectrum apart from their financial performance. Hence an organisation needs to take care about the society and environment (Matthew, 1995). For all organizations, human resources are regarded as their most precious asset. Therefore, it must be in line with the organization's sustainability goals, since sustainable HR practices provide value for potential and encourage investment in employees' long-term availability and viability, ensuring a top-notch workforce for the future. HRM practices can be viewed as sustainable if they support long-term economic growth, environmental preservation, and social well-being, according to Stahl et al. (2020). On the other hand, if the behaviours negatively impact the economy, society, or the environment, they are not sustainable. It is crucial to comprehend the implementation of HRM strategies and practices that facilitate the attainment of financial, social, and ecological objectives, as they will eventually effect both internal and external stakeholders of the organization.

The Integrated Reporting Framework of IFRS states that many forms of capital are necessary for all businesses to succeed. which, in accordance with the "Integrated Reporting Framework" of the IFRS foundation Framework, include financial, manufactured, **intellectual, human, social and relational**, and natural. People's abilities, aptitudes, experiences, and desire to create make up their human capital. This includes their capacity to comprehend and apply strategy, their drive to improve, and their alignment with organizational values. The sustainability of HRM practices (Mariappanadar, 2003; Ehnert, 2009b; Cohen et al., 2012) and HRM's contribution to organizational sustainability (Cohen et al., 2012; Ehnert et al., 2013; Guerci and Pedrini, 2014) are the fundamental assumptions that underpin the relationship between sustainability and human resources management. The existing researches have different goals which are based on different assumptions about the role of HRM in sustainability (Ehnert and Harry, 2012; Järlström et al., 2016). The current study examines the breadth of the field's literature and explains the understanding about sustainable human resource management through systematic literature review.

'For a Few Penny More'-the Real Fragrance of Gig Employment in the Indian Labour Market

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ABSTRACT

There has been a paradigm shift in the job market where there is more and more opportunities of employment in the areas beyond the ambit of the formal 'employer-employee relationship and it is carried on for short term contracts or on freelance basis against commission are currently referred as 'gig works' and when the job is accomplished through an online apps, it is 'platform work'. The economy is known as 'gig-economy' or 'platform economy'. It remains a matter of fact that according to a latest report of the World Bank, gig employment constitutes up to 12% of the global labour market. As per a recent report of Nasscom, the gig workforce is likely to rise from 7.7 million in FY 2021 to 23.5 million of workers by FY 2030 and gig workers will form 4.1% of the India's total workforce. While accepting its rising importance in the economy, several studies were conducted world wise to access the work and working conditions, legal perspectives associated with this particular form of employment. However, similar studies in Indian perspectives are not amply available until very recent days. In fact, the legal status of these employees are not defined till 2020, when the Indian Government felt it necessary to include the term for the first time in the Code of Social Security, 2020 and attempted to acknowledge the 'Gig & platform Works'. These regulatory attempts are at its initial stages. The basic human issues associated with work and working conditions are yet to be addressed. This paper will try to access the position of Indian gig workers on the backdrop of the global perspectives through a survey which was conducted amongst the platform workers regarding their work and working environment, regulations and future challenges in light of the formulation of The Code of Social Security, 2020. Further, this paper will try to find out a way forward to address these issues.

Keywords: Gig & Platform workers, work environments, regulatory provisions

Sustainable Business – A Study on Employee Mindfulness in the Healthcare Sector

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ABSTRACT

Purpose: The growing need for the healthcare sector due to prevailing diseases demands efficient healthcare employees. They play a pivotal role in ensuring quality deliverables enabling the sustainability of healthcare organisations. Amidst the challenges in the job performance, mindfulness and emotional intelligence have gained attention as a potential intervention to enhance employee performance. This research paper investigates the relationship between mindfulness, organizational culture, ethical practices and employee job performance with the support of the Self Determination Theory.

Design/methodology/approach: This research paper has adopted a quantitative approach. Primary data was gathered from 409 allopathic doctors working in private hospitals. The data has been analysed and the hypotheses have been tested using PLS-SEM.

Findings: Emotional Intelligence (EI) has positive impact on Employee Performance (EP). Emotional Intelligence (EI) doesn't have positive impact on Ethical Practices (ET). Ethical Practices (ET) doesn't have positive impact Employee Performance (EP). Mindfulness (M) doesn't have positive impact on Employee Performance (EP), but has positive impact on Ethical Practices (ET). Organization Culture (OC) has positive impact on Ethical Practices (ET) and Employee Performance (EP). The goodness of fit values are acceptable with GFI value of 0.97 and SRMR as 0.1.

Originality: Most research on organizational culture and ethical practices focuses on general organizational settings rather than the specific context of hospitals. Hospitals present unique ethical dilemmas and cultural challenges that differ significantly from other workplaces. Therefore, there is a need for context-specific studies that explore how organizational culture and ethical practices specifically affect hospital employees' performance. The potential moderating or mediating effects of organizational culture and ethical practices on the relationship between these psychological factors and work performance remain largely unexplored. Most existing studies are cross-sectional, providing a snapshot of the relationships between these variables at a single point in time. Longitudinal studies are needed to understand how these factors interact over time and their long-term impact on work performance and employee well-being.

These research gaps have been addressed to develop a comprehensive understanding of how mindfulness, emotional intelligence, organizational culture, and ethical practices collectively influence the work performance of hospital employees. This understanding leads to more effective, integrated interventions and policies tailored to

the unique demands of the healthcare sector, ultimately improving employee well-being and patient care.

Research limitations/implications: The study used a cross-sectional design, collecting data once from the participants. This design may limit the ability to establish causal relationships and understand changes over time. Due to time constraints, a convenient/random sampling method was used for data collection. This may introduce bias and affect the representativeness of the sample. Future scholars may explore the complex interactions of variables and the subtle mediation processes that enhance the understanding of the factors influencing employee performance within the domains of human resource management and organizational behaviour. Researchers may explore the intricate connections between the proposed model and the critical roles of leadership and human resource management in shaping ethical practices and performance.

Practical implications: The research model makes a substantial contribution to the progression of studies within the domain of human resource management and organizational behaviour. By tackling the existing gaps in research concerning mindfulness, the model clarifies the complex interconnections among organization culture, emotional intelligence, ethical practices, and employee performance factors. It demonstrates that mindfulness can influence employee performance both directly and indirectly, with ethical practices serving as a vital mediating factor in this relationship. It also demonstrates that organization culture and emotional intelligence can influence employee performance indirectly, with ethical practices as a significant mediating factor. This comprehensive insight not only enriches the existing literature but also offers valuable guidance for healthcare sector leaders and human resource professionals aiming to provide work-life balance, reduce stress and improve employee performance.

Social implications: The practice of mindfulness serves as a valuable strategy to foster an efficient workforce in the health sector. Through mindfulness, healthcare employees can improve their cognitive abilities, manage their emotions more effectively, and develop better interpersonal skills. It leads to increased productivity and decreases errors in treating patients. The insights gained from this research on mindfulness practices are crucial for advancing effective human resource management, fostering engagement, and promoting work-life balance and stress management. In turn, it will benefit our society by providing promising healthcare facilities.

Keywords: Mindfulness, Organization Culture, Ethical practices, Employee performance, Job performance, Mindful practices, Psychological challenges, Doctor, Self Determination Theory, Healthcare, Work Engagement, Productivity

Study of Adoption of AI for Talent Management: A Modern HR for Sustainable Competitive Advantage

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ABSTRACT

Artificial Intelligence has largely influenced the Human Resource function and helped HR managers achieve efficiency and effectiveness. This study explores the adoption of Artificial Intelligence for managing talent in the organization to achieve sustainable competitive advantage.

This study develops the proposed framework grounded in Socio-Technical Theory and Resource-Based View Theory. To validate the proposed framework, this study surveys 380 HR Managers, CHROs, Business HR Partners, CTOs, and CPOs from various IT and ITeS companies to achieve the study's objective. The instrument for the survey is developed using the validated case from the literature. The collected data is analyzed using PLS-SEM.

The findings of this study reveal that organization readiness, top management support and competitive pressure positively influence the adoption intention of AI for talent management. Privacy and Security concern negatively influences AI's adoption intention for Talent management. IT infrastructure and cost-effectiveness is positively influencing the adoption intention of AI for Talent management. Adoption intention of AI positively influences the Use of Adoption intention. Sustainable awareness is positively moderating the association between Adoption intention and the use of AI for talent management. Further use of AI influences the sustainable competitive advantage.

This novel research contributes to the literature on the use of AI for talent management leading to sustainable competitive advantage. This is the first research to develop and validate the framework which reveals the use of AI for talent management for achieving Sustainable competitive advantage using Resource Based View Theory and Socio-Technical Theory. The outcomes of this research contribute to the sustainability goals of the organization. This study has implications for HR managers, designers and developers of AI, and vendors of AI. This study is a cross-sectional study and limits itself to studying the use of AI for Talent Management.

Unveiling the Toxic Cycle: Supervisor Incivility, Organizational Culture and Employee Outcomes

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ABSTRACT

Purpose: This paper conceptually investigates the association between supervisor incivility (SI), organizational culture, and employee engagement, emphasizing on how SI shapes the organizational culture and impacts employee engagement and other outcomes. The review focuses on antecedents, mediators, and consequences associated with SI.

Design/methodology/approach: An extensive search is carried out and a total of 40 peer-reviewed articles are identified for a systematic review.

Findings: By synthesizing the findings from the articles, this review asserts that SI perpetuates an adverse organizational culture and negatively influences employee engagement and well-being. On the contrary, a supportive organizational culture may mitigate these negative consequences, with employee engagement as a key mediator within this relationship. Major antecedents of SI include individual factors such as low emotional intelligence, interpersonal skills like ineffective communication, and organizational-level deficiencies, such as inadequate leadership training and support systems.

Originality: This study illustrates the first systematic review investigating SI and its serious adverse impact on organizational culture. We also provide a framework for our paper which suggests that while organizational culture can mediate the effects of SI on employee outcomes, variables such as perceived organizational support, psychological safety, family support, and personal coping mechanisms may buffer these relationships. The paper emphasizes the necessity for strategic organizational policies and targeted interventions to reduce SI.

Research limitations/implications: To support future research, a conceptual framework illustrating these complex associations is proposed, suggesting pathways for empirical testing and validation. Future studies should investigate these relationships and assess the strength of interventions in diverse organizational settings.

Practical implications: HR professionals must ensure that robust feedback systems and reporting mechanisms are provided to the victims for reporting mistreatment without fear of retaliation, fostering a supportive work culture.

Keywords: Supervisor incivility, review paper, organizational culture, employee engagement, workplace stress, HRM, coping strategies, leadership, organizational behavior

An Analytical Study on the Factors Influencing the Performance of Employees at Selected Public Sector Banks in India

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ABSTRACT

In this modern dynamic era, every industry especially service industry wants to gain its competitive advantage through its employees. Employees are the major assets of an Organization and only employees can deliver better service to the customers. For increasing the Competitive advantage of the Organization, employees have to perform at their maximum potential.

The Company must provide best work environment for the effective performance of the Employees. To fulfil the Organizational objectives, organization has to create a cohesive work environment where employees can feel satisfied and comfortable.

The researcher uses a descriptive research plan to identify key factors that causes the improved performance in the employees of selected Public Sector Banks in India. The researcher used quantitative survey method for collection of samples and used SPSS package for the analysis of data. The researcher collected data through a questionnaire to the employees of selected Public Sector Banks. The respondents were selected through convenience sampling method. The researcher distributed 200 questionnaires, of which only 147 were completed and taken into account in the analysis.

Based on the analysis, three latent variables have positive effects, namely work environment, career development and recognition and rewards. The greatest influence of performance of employees in the Public sector Banks are Work environment, followed by Career development and Recognition of employees through various modes.

Keywords: Competitive advantage, Employee performance, Work Environment, Career Development, Recognition and Rewards)

Navigating the Digital Era: Critical Antecedents for Effective Digitalized Organizational Career Management Systems

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ABSTRACT

Purpose: This study aims to uncover the key factors that drive the effective implementation of Digitalized Organizational Career Management Systems (DOCMS) in modern workplaces. As organizations undergo digital transformation, DOCMS are becoming critical for managing careers effectively in alignment with both technological advances and organizational strategy. This study investigates which antecedents—technological, strategic HR, and work environment-related—serve as preconditions for DOCMS success.

Design/methodology/approach: The research employs the Fuzzy Delphi Method (FDM), gathering and refining insights from a diverse panel of experts in human resources, digital strategy, and career management. This iterative process involves structured rounds of feedback, filtering responses to identify the factors experts see as most impactful. FDM's structured approach makes it particularly useful for synthesizing expert perspectives on complex systems like DOCMS.

Findings: Three main antecedent factors emerged as critical to the success of DOCMS: (1) The use of digital HR tools, (2) Strategic career planning and management practices, and (3) Adaptable work models, including remote and hybrid environments. These findings suggest that technology infrastructure and work flexibility provide essential foundations for DOCMS, making it more adaptable and effective for organizations navigating rapid digital change.

Originality: This research contributes to the limited literature on DOCMS by clarifying the factors that create conditions for its success in the digital age. Through its structured approach, the study provides organizations with a framework for prioritizing DOCMS-relevant tools and strategies. This focus on technological tools and evolving work models offers a novel, integrative perspective on how digital systems can optimize career management processes.

Research limitations/implications: This study highlights seven antecedent factors, from which three emerged as most critical for DOCMS. Given the fast-evolving nature of digital transformation, additional studies could explore new factors as they become relevant, allowing the DOCMS framework to remain adaptive to emerging organizational needs.

Practical implications: Organizations seeking to implement or enhance DOCMS can benefit from focusing on the identified factors. By prioritizing digital HR tools,

comprehensive career planning, and supportive hybrid work models, they can establish systems that are resilient and well-suited to contemporary work environments.

Social implications: Improving DOCMS with digital tools and adaptive work models can foster a culture of continuous learning and resilience, equipping the workforce to thrive in increasingly digital settings. This has broader implications for societal resilience as organizations create more inclusive, future-ready environments that support career growth and adaptability.

Unpacking Green HRM: Insights into Leadership and Sustainable Engagement

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ABSTRACT

Purpose: This study empirically investigates the effects of Green Human Resource Management (GHRM) practices on employee engagement, well-being and leadership credibility, and whether leadership behaviors and communication are linked to environmental values and strategic choices. Based on this research it is determined that which GHRM practices shape the employee perceptions and the behavioral responses to them, and authentic leadership and cultural alignment are the essential part of it.

Design/Methodology/Approach: The work employs a qualitative approach and uses thematic analysis of 69 semi structured interviews conducted across sectors. Data were analyzed using NVivo software, categorizing themes to see how GHRM practices impact psychological and cultural experiences of employees. Dependability came from rigorous coding, complemented by iteration in analysis and peer debriefing.

Findings: Five major themes emerged:

- Leadership and Organizational Commitment: Leaders who develop a reputation of having inconsistencies, are perceived as insincere and make employees feel sceptical.

- Employee Experience and Engagement: Practices in GHRM have positive impact on wellbeing through purpose, but may also generate stress by addition responsibilities and constraints in resources.

- Communication and Awareness: But effective communication is key, which is often compromised by barriers in hybrid work environments.

- Cultural and Value Alignment: Alignment of personal and organizational values, makes the employees feel more committed.

- Perceptions and Behavioral Responses: Perforce initiatives can create cynicism, whereas genuine GHRM initiatives will promote such proactive behaviors.

Originality Value: This study provides a holistic view of GHRM from the employees' perspective, viewing the importance of leaders, communications as well as cultural alignment. With actionable insights to help organizations refine GHRM strategies to create meaningful contributions to environmental goals and employee wellbeing.

Implications: *Research Implications:* Drawing on psychological and cultural mechanisms this study adds to GHRM understanding by explaining how employee

engagement and wellbeing is affected. At the same time, the study traces the dualistic nature of GHRM as a resource and a stress.

Practical Implications: Therefore, to strengthen the GHRM, organizations should directly seek authentic leadership, transparent communication and cultural alignment to succeed. Green practices can be part of their normal workflow or can reduce employee stress through proper allocation of resources.

Social Implications: Good Human Resource Management practices can help achieve environmental sustainability and develop a good working culture. Organizations can inspire meaningful employee contributions only when corporate values are aligned with personal values.

Research Limitations: The study is qualitative, cross sectional and may limit the generalizability of the findings. These results should be validated, via quantitative and longitudinal designs, in future research. Furthermore, the perspectives of HR practitioners as well as senior management may be explored to get wider view of GHRM implementation.

Keywords: Authentic Leadership, Green Human Resource Management (GHRM), Sustainable Engagement, Thematic Analysis, Value Alignment

Linking HRM 4.0 and Sustainability: Theoretical Insights and Future Directions in the Era of Industry 5.0 and Society 5.0

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ABSTRACT

Purpose: The primary objective of this research is to analyze how HRM 4.0 integrates sustainable practices, enhancing its role in achieving high-quality development. The study explores the alignment between HRM 4.0 and the sustainability goals of Industry 5.0 and Society 5.0, with a focus on human-machine collaboration and social well-being (Schwab, 2016; Fujitsu, 2020; Tortia et al., 2022).

Design/methodology/approach: This study adopts a theoretical approach, conducting an extensive literature review on HRM 4.0, Industry 5.0, and sustainability. Key materials include recent scholarly articles, industry reports, and case studies that examine the impact of digital technologies on HRM practices and sustainability. No experimental design is implemented, as the study is exploratory in nature. Data were collected from existing literature and analyzed to identify patterns and frameworks that link HRM 4.0 with sustainable development. The methodology helps in building a conceptual framework to support future empirical research on sustainable HR practices in the era of Industry 5.0.

Findings: The study reveals that HRM 4.0 can significantly contribute to sustainable development through:

Human-Machine Symbiosis: Industry 5.0's emphasis on human-centered technology enables HRM to enhance productivity and employee well-being by augmenting human skills with AI and automation (Benešová and Tupa, 2017; Grabowska et al., 2022; Pizoń and Gola, 2023).

Data-Driven Sustainability: Leveraging Big Data analytics and IoT, HRM can implement data-driven strategies to optimize resource use, reduce waste, and promote eco-friendly practices (Gravili et al., 2023; Asfahani, 2024).

Social Equity and Digital Transformation: Society 5.0's focus on inclusivity positions HRM to advance social equity, diversity, and employee welfare within digitally evolving workplaces (Zhang and Chen, 2024; Nicolás-Agustín et al., 2022). These insights suggest that integrating sustainable principles within HRM 4.0 can drive high-quality development balancing economic, environmental, and social aspects (PwC, 2024; Troisi et al., 2023).

Originality: This study uniquely bridges the gap between HRM 4.0 and the newer paradigms of Industry 5.0 and Society 5.0, often discussed in isolation. It presents a comprehensive framework for sustainable HRM practices, offering strategic insights for HR professionals, researchers, and policymakers (Carayannis and Morawska-Jancelewicz, 2022).

Research limitations/implications: This study is conceptual, based on secondary data, and lacks empirical testing. Future research should validate these findings through empirical analysis and expand them across various industries and regions.

Practical implications: The study offers actionable guidelines for HR professionals to implement sustainable practices supported by digital transformation. It also provides policy recommendations to develop frameworks that encourage high-quality development through human-machine synergy and sustainability.

Social implications: The research underscores the importance of equitable and inclusive HR practices in line with Society 5.0, contributing to societal well-being and sustainable development.

Keywords: Sustainability, HRM 4.0, Industry 5.0, Society 5.0, High-Quality Development, Artificial Intelligence, Digital Transformation, Sustainable HR Practices, Human-Machine Symbiosis, Data-Driven HR Strategies, Social Equity, Environmental Responsibility.

At the Crossroads: Exploring the Challenges and Opportunities of Trained Gen Z Entrepreneurs in a Developing Economy

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ABSTRACT

Entrepreneurship plays an important role in the stabilization of economic activities in any country. In India, many promotional policies and educational institutions have focused on entrepreneurship education (EE) for the development of future entrepreneurs. While entrepreneurship classes are designed to give budding entrepreneurs the tools to turn a new idea into reality, their value may be even greater than that. Though the impact of entrepreneurial education on students has been studied in multiple contexts, the same remains an overlooked topic in the context of Gen Z in developing economies. In order to address this research gap, we conduct a phenomenological study to explore the challenges and opportunities being faced by students with formal education on entrepreneurship in India. Towards this, we conducted 18 in-depth interviews of MBA alumni and students of a business school in India with specialization in Entrepreneurship. Analysis of the data was carried out in an inductive approach to reveal some relevant categories/ themes around the topic. These include individual's attitude towards entrepreneurship and education in entrepreneurship, social approach towards entrepreneurship, opportunities and challenges for entrepreneurship in Indian Gen Z students, financial supports and challenges, etc. Theoretical and practical implications of this study are discussed towards the end of the paper.

Get our Wires Crossed: Exploring the Challenges of Professionals in International Business from Non-English Speaking Countries

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ABSTRACT

Language holds a central role in sustainable international expansion for multi-nationals. The choice of the functional language can facilitate or hinder communication between headquarters and subsidiary locations. In order to communicate effectively with the parent organization, host country employees often have to adopt a language that is not native to the subsidiary region. However, in this context, certain emotional conflicts are also expected due to communication gap. Given the intricacy of this situation, issues related to language in the domain of international business has been a topic of interest for researchers in this field. However, the challenges of people from non-English speaking countries while deployed in companies of English speaking countries do remain as an overlooked one. In order to address this research gap, we conduct a phenomenological study to explore the language challenges being faced by professionals in the field of international business, especially in the context of accent and humour. Towards this, we conducted 20 in-depth interviews and the data was analyzed using an inductive approach to reveal some relevant categories/ themes like individual's attitude towards foreign language, challenges in addressing official concerns, difficulties in expressing emotional reflections, lack of social networking systems, etc. This, in fact, sheds light into the cognitive and emotional struggles, faced by the respondents. Theoretical and practical implications of this study are discussed towards the end of the paper.

Culture or Numbers: Which Drives Success First?

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ABSTRACT

In today's fast-paced, highly competitive business environment, organizations are under constant pressure to deliver results. Leaders often seek out the most effective strategies, processes, and technologies to improve efficiency, innovation, and profitability. But what if the key to long-term success isn't simply about optimizing systems or chasing immediate outcomes? What if the foundation for sustained performance lies in something more intangible, yet profoundly influential: the **culture** of the organization?

This article explores the powerful idea that **culture comes first**, and only after that can results follow. An organization's culture—its values, behaviors, norms, and shared sense of purpose—forms the very DNA of the business. Culture shapes how employees interact with each other, how they approach challenges, and how they innovate and collaborate. In short, culture drives everything from decision-making and leadership to customer service and team dynamics. When culture is aligned with the organization's goals, values, and vision, success is not just possible—it becomes inevitable.

In the world of business, organizations and leaders are often driven by numbers. These numbers are tangible, measurable, and quantifiable. Revenue targets, profit margins, market share—these are all indicators of success that are easy to track.

But what about *culture*? Culture is far less tangible. It's the set of values, beliefs, and behaviors that shape the way an organization operates, yet it's often seen as something intangible and difficult to measure. As a result, culture is sometimes relegated to the domain of Human Resources, rather than being treated as a central focus of organizational strategy.

However, if you dig deeper, you'll realize that culture and numbers are not separate entities. Rather, they are intrinsically connected.

The Difference Between "What" and "How"

In any organization, the numbers represent the "WHAT"—the concrete goals and outcomes the company strives to achieve. These could include targets like becoming a $100 billion company, a market leader in its segment, or expanding into new regions. These numbers are often tied to the vision and mission of the company and serve as indicators of success.

But the more important question is: *HOW* will these goals be achieved?

This is where *culture* comes into play.

The "HOW" of an organization is its culture. It's the collective mindset, the values, and the behaviors that drive the company toward its objectives. Culture determines how teams collaborate, how leaders inspire their people, and how every individual contributes to the greater mission.

Culture: The Secret Ingredient to Sustainable Success

While the numbers may be the desired outcome, culture is what guides the organization towards achieving those outcomes—and, most importantly, it ensures that those achievements are sustainable.

A strong, positive culture sets the tone for the entire organization. It creates the "energy" that drives people to perform at their best. This energy is contagious, reverberating across teams, departments, and even across the organization's external stakeholders—customers, partners, and investors.

When an organization fosters the right culture, it doesn't just hit its numbers; it does so in a way that builds lasting success. People are motivated, engaged, and aligned with the company's goals, creating a synergy that drives performance.

Without culture, numbers are just an outcome—often achieved in the short term, but difficult to sustain over time. With the right culture, those same numbers are a natural byproduct of a workforce that is aligned, energized, and committed to long-term success.

The Bottom Line

While numbers will always be a critical measure of success, it's culture that lays the foundation for achieving those numbers in a sustainable, meaningful way. Culture isn't just a "soft" topic for HR to handle—it's the *driving force* behind an organization's ability to thrive in today's fast-paced, ever-changing business world.

So, the next time you focus on hitting your targets, remember: it's the culture that will get you there—and keep you there.

Green Human Resource Management: Methods and Views for Promoting Sustainability

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ABSTRACT

This research explores how integrating environmentally friendly principles into various HR functions, such as hiring, training, and performance evaluation, can promote sustainability within organizations. Specifically, it focuses on Green Human Resource Management (GHRM) practices and their role in advancing sustainable business practices. To evaluate the use and impact of GHRM, a mixed-methods approach was adopted, combining quantitative survey data collected from HR professionals with qualitative case studies from global organizations. This methodology provided a comprehensive understanding of the practical applications and effects of GHRM. The findings indicate that organizations implementing GHRM principles experience significant improvements in environmental performance. These companies typically have lower carbon footprints and greater employee participation in sustainability initiatives. Key practices include green job design, paperless recruitment, and employee training programs that focus on sustainability, all of which contribute to fostering a culture of environmental responsibility within the workforce. The research offers a unique contribution to the literature by presenting a detailed framework for GHRM and highlighting its direct and indirect benefits for organizational sustainability. It also identifies challenges, such as resistance to change and a lack of employee awareness, that organizations must address when implementing GHRM practices. However, the study is primarily based on large organizations, and future research should explore the applicability of GHRM practices in small and medium-sized enterprises (SMEs). Additionally, the long-term impact of GHRM on organizational sustainability could be further examined through longitudinal studies to understand its lasting effects. From a practical standpoint, HR professionals can use the insights from this study to develop effective green policies that support a sustainable culture, ensuring that environmental goals align with corporate social responsibility (CSR) objectives. On a broader scale, the study contributes to raising public awareness about business accountability and supports environmental conservation initiatives by encouraging sustainable workplace practices.

The Retention Puzzle: A Comprehensive Review of Non-profit Employee Dynamics

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ABSTRACT

Human resources are one of the most essential pillars of any organization. The organization is required to understand the employees' feelings and needs. Likewise, in non-profit organizations (hereafter NPOs), understanding employees' needs is required as they serve as a crucial bridge between the government and disadvantaged groups. The NPOs play a critical role by actively working to uplift the poor, marginalized, underprivileged, and impoverished communities. NPOs engaged in various social, political, and economic issues even after having a few unique characteristics, such as the readiness of employees to receive lower wages, donating labor (volunteering), and being available per community availability.

Research objective: This review paper aims to identify factors influencing employees' decisions about their long-term association with the organization until project completion. Thus, this long-term association helps an organization achieve its mission and vision. This paper synthesizes and compares findings by considering different aspects to understand the key factors contributing to employee retention in the non-profit sector.

Methodology: This study critically reviews existing literature, case studies, and reports on employee retention in the non-profit sector. This paper has categories for inclusion and exclusion. The inclusion criteria include only English research papers, theses, literature reviews, book chapters, and peer-reviewed research articles, the literature in which the study-specific population is employees working in the social sector/non-profit/NGO. In addition, the researchers included literature primarily focused on retention and the intention to leave or stay and excluded the remaining studies.

Research Design: This review paper has the following stages: planning, selection, execution, and future directions. The first is planning, which includes finalizing the topic, defining a research question, and setting an objective for a review paper. The second stage focused on selection. The literature search included Google Scholar, JSTOR, and Emerald. Also, the keywords used during the search were "NPO", "non-profit organization", "NGO", "social sector", "social work", "employee retention", and "intention to stay". This review selected the most relevant studies during the selection process. The third stage is the execution stage; it explains the findings and analysis of the studies. The paper also discussed existing literature and the factors that affect employee retention in the NPO sector. In addition, this stage involves data synthesis and comparison with existing findings. At the final stage, future directions include future research scope and some remedial action. This paper highlights the need for in-depth qualitative and quantitative research, especially in developing countries.

Major findings: This review paper presents a model that reveals that some factors notably influence retention within NPOs. These factors include opportunities for growth and training, organizational culture, work environment, mission-driven alignment, leadership, participation in decision-making, and compensation. All these factors influence an employee's decision to stay or leave an NPO. The model highlights how each factor contributes to employee retention. This review paper highlights the importance of fostering an organizational culture where employees feel safe and work together. Employees are also greatly influenced by strong leaders who address their emotional needs and provide respect, recognition, and value.

Moreover, employees care more about social respect, values, and mission alignment, which gives them a sense of belonging and encourages them to stay longer in the non-profit sector. In addition, employees consider competitive compensation, opportunities for growth, and training to enhance their skills and contribute more efficiently to NPOs. The model enables NPOs to strategically tailor their retention plans to achieve the highest levels of employee loyalty and reduce turnover.

Practical Implications: Some practical implications are that NPO managers/leaders should have actionable insight on critical reasons at a detailed level to devise strategies to retain employees. Also, it helps to incorporate some HR policies prioritizing workforce well-being and longevity.

Originality: Unique to this study is the NPO context, which requires studying retention as it keeps the workforce focused and committed to achieving the organization's goals and social mission. An employee's choice to stay depends intrinsically on attachment to the project and getting social respect. The core model of the research paper focuses on the most critical variables determining retention: leadership, organizational culture, and growth opportunities.

Social implications: This paper has a significant social impact as NPOs' workforces deal directly with the community and government. Many NPOs are the community's voice and deal with social, political, and economic challenges. Identifying employee retention factors allows NPOs to build stable, committed teams. Thus, it enhances their ability to serve communities at the ground level and empower marginalized poor communities.

Keywords: Non-profit Organization, Employee Retention, Comprehensive Review

Kamani Tubes: A Story of Resilience, Revival, and Female Entrepreneurship

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ABSTRACT

From ruins to revival a multi-crore revenue company- Kamani Tubes, once a struggling industrial enterprise get bogged down in financial and legal turmoil. It became a beacon of pliability and innovation under the insightful leadership of Kalpana Saroj. The story of Kamani Tubes is an extraordinary testament to resilience, leadership and explanatory power of determination. Once on the edge of collapse due to financial distress, court cases, labour trouble and family feud, Kamani Tubes found a savior in Kalpana Saroj.

"IVY League degrees & fancy MBAs are not what makes an entrepreneur. Grit, Perseverance & a superhuman ability to have faith in yourself does"- Kalpana Saroj (Chairperson of Kamani Tubes Limited). In a nation where Dalits are traditionally considered as underprivileged communities, untouchables and impure, a girl belonging to this marginalized community at the naïve age of twelve, underwent unspeakable torture, trauma of child marriage, domestic abuse and a subsequent suicide attempt. At that instant she endured to change her circumstances and decided to do something to change her life and for others. With this dream and firm determination, she moved to Mumbai, the financial hub of India and started working as daily labour with Rs 2 per day earning. She started an NGO to avail government loans specifically designed to support individuals from backward community. Her advent in the world of business was born out of misfortune which ignited a journey that would culminate in a remarkable business career. Recognizing the potential for growth, Saroj expanded her ventures into furniture and real estate, this venture laid the foundation for her future success in the business world.

Kamani Tubes, a renowned name in the Indian manufacturing industry traces its origins to 1959 when it was set up by **Ramji Hansraj Kamani** who was an Indian entrepreneur and industrialist. As the chief of this influential conglomerate, he established a legacy of industrial excellence. This company was on the brink of closure due to severe financial mismanagement and labour disputes, it was tied up in 140+ litigation cases, with a debt of 116 crores. In 2006 Saroj stepped in with a clear vision and an unwavering resolve to turn the company around when she was approached by the company workers to help revive the struggling enterprise. Her ability to navigate the company's complex issues and lead it to profitability is evidence of her strategic thinking, resilience, and leadership. She is referred as "Slumdog Millionaire" because of overcoming immense adversity and achieving success against all odds.

Kalpana Saroj's remarkable life and journey established her firm determination for success, uplifting the poor and championing the women's right and educational opportunities for poor. She received numerous prize including Padma Shri, Nari Shakti Puraskar, Rajiv Gandhi award for women entrepreneur and many more.

Methodology: This case study follows qualitative approach and used in depth interview process to understand the success story of Kalpana Saroj. Different stakeholders were interviewed and information shared from them was then transcribed and written in case format.

Beyond Boundaries: Mapping the Ripple Effects of Work-Family Enrichment

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ABSTRACT

Purpose: This review paper aims to explore the multidimensional consequences of work-family enrichment (WFE) across diverse life domains, emphasizing its ripple effects on work, non-work, and health-related outcomes. By examining the positive spillover effects across work, non-work, and health domains, this study seeks to provide insights into how organizations can leverage work-family enrichment to promote sustainable human resource management (HRM) practices and stress management strategies for long-term success

Design/methodology/approach: A systematic literature review methodology is employed encompassing peer-reviewed studies. The review integrates findings from multidisciplinary databases, categorizing WFE consequences into work-related, family-related, and health-related domains. A thematic analysis approach is used to distill insights and highlight emerging trends.

Findings: The review reveals that WFE has profound positive impacts on job performance, organizational commitment, and career satisfaction in the work domain contributing to a sustainable workforce. Additionally, WFE enhances marital satisfaction, family functioning, and community involvement, work-life balance. Health-related outcomes such as reduced stress, improved psychological well-being, and better physical health are also significant. However, contextual factors such as cultural settings, gender roles, and organizational policies moderate these effects, highlighting the need for more nuanced, context-sensitive research.

Originality: This study provides a framework for classifying WFE consequences, bridging gaps in prior literature by encompassing underexplored areas The research underscores the dynamic interplay between work and family roles, moving beyond conventional boundaries to offer actionable insights for academics and practitioners alike.

Research limitations/implications: The review is limited by its reliance on existing literature, which may be biased toward positive outcomes. Future research could explore longitudinal designs, diverse cultural contexts, and underrepresented populations to deepen insights into WFE.

Practical implications: The findings provide actionable insights for HR managers and organizational leaders to design family-supportive policies and stress management initiatives that promote work-life balance, reduce employee stress, and enhance organizational performance. Practitioners can leverage the insights to design programs that enhance productivity while nurturing employees' personal lives. By fostering

work-family enrichment, organizations can create a sustainable and resilient workforce, improving both individual well-being and business outcomes.

Social implications: By demonstrating how WFE can enhance societal well-being, this research underscores its potential to support healthier communities, stronger family systems, and more equitable workplaces, addressing global challenges such as work-life imbalance and mental health issues. This study contributes to the broader societal conversation on work-life integration, highlighting the role of work-family enrichment in improving quality of life, reducing stress, and supporting healthier communities. By addressing work-life conflicts and promoting positive family dynamics, organizations can play a pivotal role in advancing social well-being.

Psychological Empowerment on Career Development Amongst Restaurant Employees

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ABSTRACT

Introduction: The hospitality industry is known for its demanding work environment, often leading to employee stress, burnout, and decreased job satisfaction. These factors can adversely affect both individual performance and career development. Psychological empowerment, which refers to employees feeling competent, in control of their work, and connected to the purpose of their tasks, has been identified as a key driver of motivation and well-being. Mindfulness—practices that encourage present-moment awareness and stress reduction—has also gained attention for its potential to improve mental resilience and job performance. This study explores how psychological empowerment and mindfulness collectively influence energy levels, career development, and overall employee performance in the hospitality industry. Additionally, it examines how these factors interact to promote greater employee well-being and suggest strategies for organizations to foster empowerment and mindfulness for improved career outcomes.

Statement of the Problem: Employees in the hospitality industry face high levels of stress and burnout, which can impair their energy levels and hinder career progression. While psychological empowerment and mindfulness have both been separately linked to employee well-being and performance, empirical research on how these factors work together to influence energy and career development is limited. This study aims to fill this gap by examining the interplay between psychological empowerment, mindfulness, energy levels at work, and career development, offering insights into how these elements can improve both individual and organizational outcomes.

Aim and Objectives of the Study: The primary aim of this study is to analyze the impact of psychological empowerment and mindfulness on energy levels at work and career development in the hospitality industry. The specific objectives are:

- To explore how psychological empowerment affects energy levels among hospitality employees.

- To assess the influence of mindfulness practices on career development in the hospitality sector.

- To examine how psychological empowerment and mindfulness interact to improve employee performance.

- To suggest strategies for promoting psychological empowerment and mindfulness to enhance career development and employee well-being.

Research Question: How do psychological empowerment and mindfulness practices interact to influence energy levels, career development, and overall employee performance in the hospitality industry?

Research Hypotheses

H1: Psychological empowerment significantly influences career development among hospitality employees.

H2: Mindfulness mediates the relationship between psychological empowerment and career development.

H3: Energy at work moderates the relationship between mindfulness and career development in hospitality employees.

H4: A positive relationship exists between mindfulness and psychological empowerment among hospitality staff.

Research Design and Methodology: A descriptive research design is employed, utilizing a structured questionnaire and survey methods to collect data from a sample of 250 hospitality employees in Bengaluru. The study adopts a quantitative approach to assess the relationships between the independent variable (psychological empowerment), mediating variable (mindfulness), moderating variable (energy at work), and dependent variable (career development). Demographic variables, such as age, gender, marital status, and industry experience, are also considered.

Variables Used in the Study

- **Independent Variable**: Psychological empowerment

- **Mediating Variable**: Mindfulness

- **Moderating Variable**: Energy at work

- **Dependent Variable**: Career development

- **Demographic Variables**: Age, gender, marital status, industry experience

Data Collection: Primary data will be collected through questionnaires administered to a defined sample of hospitality employees. Secondary data will be sourced from academic literature to provide a contextual framework for the study.

Sampling Procedure: A multistage sampling technique will be used to select the sample of 700 participants. This approach will ensure that the sample is representative of the broader hospitality workforce, considering factors such as job roles and experience levels.

Statistical Analysis: To test the hypotheses and analyze the relationships between the variables, statistical tools such as **regression analysis**, **one-way ANOVA**, and **post-hoc analysis** will be employed.

Conclusion: This study aims to contribute to a deeper understanding of how psychological empowerment and mindfulness practices can enhance energy, performance, and career development in the hospitality industry. By highlighting the importance of these factors, the research seeks to offer practical recommendations for organizations looking to improve employee well-being, reduce burnout, and foster long-term career success. The findings are expected to provide valuable insights into how empowering employees and promoting mindfulness can lead to improved employee outcomes and organizational performance.

Role of Psychological Empowerment on Psychological Well-being with a Mediating role of Pride in Work and Employee Sustainability Orientation Amongst Hotel Employees

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ABSTRACT

Introduction: The hospitality industry requires a workforce that thrives on commitment, psychological empowerment and coping mechanisms when working under stress. This research aims to establish the impact of Psychological Empowerment on Psychological Well Being amongst hotel employees; and the mediating effects of Pride in Work and Employee Sustainability Orientation. It also underlines the need for designing positive and Sustainable Workplace Practices for the hospitality Industry to increase employee well-being, retention, and organizational sustainability despite working stressfully hazardous jobs.

Objectives: 1. 2. 3. To study the impact of Psychological empowerment on Psychological Wellbeing To understand the mediating role Pride in work and Employee sustainability orientation between Psychological empowerment and Psychological Wellbeing To examine the demographic differences in the constructs of Psychological empowerment, Psychological Wellbeing, Pride in work

Methodology: The proposed relationships were examined through a descriptive quantitative research affirmed by the research questions and hypotheses. To achieve this cross-sectional and comparative research design, structured questionnaires were distributed to employees in front of house and back of house jobs within the hotels. The survey instrument captured responses on four core constructs:

Psychological Empowerment: Quantified based meaning, competence, self determination and influence.(Spreitzer's, Psychological Empowerment Scale)

Pride in Work: Measured by assessing the pride gained out of the job, recognition achieved within the organisation, and how much the employees stick to organisational standards (Guy Newman's, Organizational Pride Scale).

Employee Sustainability Orientation: Targets behaviours and cognitions of employees with long-term organisational objectives and ethical conduct at work (Nataraj Balasubramanian andM. Balaji's, Organizational Sustainability Scale)

Psychological Well-Being: Compared by indicators, which are emotional, psychological, and social health, including stress, job satisfaction or happiness. (Ryff's Psychological Wellbeing Scale)

A total of 250 and valid responses were collected from the employees of mid-scale luxury, and the boutique hotels through Multiple Regression Analysis, to determine direct effect and interactions as well as mediating and moderating effect of the variables.

Major Findings

1. Direct effects of Psychological Empowerment on Psychological Well Being

Findings reveal that Psychological Empowerment has a positive effect on employee psychological state, in terms of job satisfaction, emotional stability and mental health. The most prominent meaning of the dimension of this theory was related to self-determination, along with meaning, influence and competency. Research shows that meaningfulness at work has positive effects on employee's mental health and work engagement.

2. Mediating role of Pride in Work

Self pride in work has moderated the relationship between empowerment and well-being.

Self-organising people described that recognition, accomplishment and the adherence of organizational objectives led to enhanced organisational pride. This pride contributed to well-being, as it meant that employees get to be fulfilled, have a sense of belonging and be satisfied with their job and encourage the employees to interact positively with their job description.

3. Mediating Role of Sustainability Orientation: The role of sustainability orientation as the mediator of the relationship between CSR and consumers' perceptions with regards to stability, profitability, and growth was examined. Sustainability orientation improves the quality of people's lives because socialresponsibility is a meaningful motivator linked to overall organizational and social utility.

4. Combined Effects

The moderator effects of pride and sustainability enhanced the well- being impact ofEmpowerment to reveal the highest total well-being levels affirming the moderation cum synergy between the mentioned factors.

Practical Implications: The findings provide actionable insights for hotel managers and human resource practitioners aiming to enhance employee well-being and retention:

Promoting Psychological Empowerment: Management should develop people supplying support, examples, motivation, and encouragement to employees at the workplace adopting policies and practices, including participative decision-making, organizational communication of the aims and objectives, and possibilities to learn at work.

Fostering Pride in Work: Employee recognition, annual reviews, and over ways of communication to recognise the individual and group successes to promote pride amongst employees in their work.

Embedding Sustainability Orientation: Hotels should adopt sustainable practices to be implemented and embarked upon within the facilities and awareness, training programs, incentives to act sustainably that can help increase their commitment and make align organization with personal goals.

Conclusion: This research finds that psychological empowerment has a significant role in improving theemployees' psychological wellbeing in the hotel industry. The roles of pride in work and sustainability orientation explains how empowerment leads to fulfillment and purpose. If the hotel adopts an empowered workforce, this results in high employee satisfaction, low turnover rate and hence high achievement in the future, providing a basis for the subsequent research for the hospitality and service industries.

Keywords: Psychological Empowerment, Psychological Well-Being, Pride in Work and Employee Sustainability Orientation

Leveraging AI to Enhance Employee Engagement: Opportunities, Challenges, and Best Practices

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ABSTRACT

Rapid advancement of technology had led to many changes in the Human Resource processes and their implementation in the organizations. In the recent years employee engagement is important HR process which have direct correlation with organizational productivity, innovation, and bottom line. Most of the organizations considering introduction of Artificial Intelligence in Employee Engagement, among other HR processes. This will enable them to measure the engagement levels of employees continuously and derive new strategies for increased engagement. All the queries of the employees are being answered by the chatbots which are programmed to learn from the questions and become more intelligent to answer any query beyond the training given to the bot. The policy related queries are answered by the AI by reading the uploaded documents where previously employees used to reach to HR. The engagement surveys are also done by AI enabled software which avoids bias in the questions and more importantly ask relevant questions as per the employee. the results when analyzed through AI given actionable points for HR. this research primarily aims at understanding the current usage levels of AI in Employee Engagement, how it is related to the purpose of engaging AI, employee usage and the way forward.

The Effect of Psychological Empowerment on Personal Growth Initiative and the Role of Demographics among IT Employees

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ABSTRACT

Purpose: The primary objective of this study is to examine the effect of Psychological Empowerment (PE) on Personal Growth Initiative (PGI) among Indian IT professionals. Additionally, it aims to explore the moderating effects of demographic variables such as gender, age, and years of experience on this relationship.

Research Methodology: This research employs a quantitative approach, using purposive sampling to collect data from 203 Indian IT professionals. The study utilizes the Personal Growth Initiative Scale-II (PGI-II) to measure proactive behaviors toward personal development and the Psychological Empowerment Scale to assess employees' perceptions of autonomy, competence, and impact at work. Demographic data, including age, gender, and years of experience, were also collected. Regression analysis was conducted to determine the impact of psychological empowerment on personal growth initiative, and moderation analysis to test whether the demographic factors moderate this relationship.

Findings: The study's results indicate a significant weak positive effect of Psychological Empowerment on Personal Growth Initiative. This proves that when IT employees feel empowered in their roles, they are more likely to engage in proactive behaviors that enhance their personal and career development. However, demographic factors such as gender, age, and years of experience were not found to significantly moderate the relationship between empowerment and personal growth, implying that the positive effects of empowerment on personal development are consistent across different employee demographics.

Originality: This study contributes to the growing literature on psychological empowerment and personal growth in dynamic work environments, specifically within the IT industry in India. The research offers a unique perspective by examining the moderating effects of demographic factors on the relationship between empowerment and personal growth, which has received limited attention in previous studies.

Limitations and Future Research Directions: This study's cross-sectional design limits causal inferences, suggesting a need for future longitudinal research to explore how Psychological Empowerment and Personal Growth Initiative evolve over time. Self-reported data may introduce bias, so incorporating qualitative methods or objective metrics would enhance robustness. The study also overlooks individual differences like personality traits and educational background, which could impact PE and PGI. Additionally, it does not differentiate between types of empowerment, such as structural or decision-making empowerment, and neglects employment modes

(remote, hybrid, or office-based), which may influence outcomes. Future studies should explore these factors to provide more nuanced insights into the relationship between empowerment and personal growth.

Practical implications: The study provides practical insights for organizations aiming to foster employee growth and development. By creating work environments that emphasize psychological empowerment, organizations can encourage employees to take ownership of their personal and career development. Leadership and HR strategies should focus on empowerment programs that cater to all employees, as the positive impact on personal growth is not influenced by demographic differences.

Social implications: The findings have practical implications for leadership development programs. By embedding psychological empowerment principles, organizations can create environments that foster creativity, innovation, and personal development. Comparing employees across different work settings (remote vs. office) may offer insights into their empowerment and growth experiences. Empowering employees in the workplace can lead to greater job satisfaction, increased motivation, and a more engaged workforce. By promoting personal growth and development, organizations contribute to the well-being of employees, potentially leading to broader social benefits such as improved mental health and work-life balance.

Role of Virtuous Organizational Practices on Thrive at Work with the Mediating Role of Psychological Well-Being and Psychological Capital Amongst Hotel Employees in Bengaluru

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ABSTRACT

Purpose: This paper explores the effects of Virtuous Organizational Practices (VOP) on employees' Thrive at Work (TAW) in the emerging volatile, uncertain, complex, and competitive hotel industry of Bengaluru. It seeks to find the moderated effects of Psychological Capital (PsyCap) and Psychological Well-being (PWB) between VOP and TAW. Furthermore, it aims at analyzing TAW, PsyCap, and PWB by demographic characteristics and compare the findings to gain a general picture of the heterogenic structure of the hospitality industry's workforce. Therefore, this research provides a knowledge gap on how creating virtuous work environment relates to efficacy in issues relating to engagement, vitality and growth among persons practicing careers in challenging service-oriented sectors.

Design/methodology/approach: This descriptive quantitative investigation of 250 purposively selected employees from the departments and positions in the 5-star hotels in Bengaluru was carried out. Data were collected using instruments that have been established as valid for assessing VOP, TAW, PsyCap, and PWB. To verify that the obtained results were consistent, the use of Cronbach's alpha was used to test the reliability of these instruments. The direct effects of VOP thus on TAW were determined from the study with multiple regression analysis. The bootstrap mediation tests were performed with the PROCESS macro to analyse the indirect effects of PsyCap and PWB for the VOP-TAW relationship. Demographic differences in TAW, PsyCap, and PWB were also tested using ANOVA and a 2-way interaction effects regression analysis to discover patterns with respect to age, gender, tenure, and education level.

Findings: Present study successfully signifies a positive correlation between VOP and TAW, which highlights the need of embracing professionalism which reflects in the working environment. Employees in such environment indicated higher vitality, energy and learning/ growth which in relation to the workplace meant that they were performing well. VOP was found to be a partial mediated model, which indicates that optimism, resilience, self-effort, and hope are individual resources that help the employees to transform the positive benefits of VOP into PsyCap. Likewise, PWB was recognised as an additional mediating variable, with a note that emotional balance, perceived satisfaction and successful stress regulation are all critical processes for transformation of organisational values into organisational citizenship kinds of organisational success.

Collateral demographic profiles indicated statistical differences in TAW, PsyCap, and PWB. Less tenured employees depended significantly on PsyCap for thriving than did the older and more experienced employees on VOP and PWB in as far as thriving behaviour is concerned. The study further revealed that there was a significant difference in perception of and/or response to Organization Virtues depending on the level of education of the employees. These results call for understanding the requirement of developing Organizational Human Resource Management strategies that fit the diversity of the workforce.

Originality: This study makes a theoretical contribution by adopting VOP, TAW, PsyCap, and PWB in the hospitality industry which is hosts a significant but under-researched workforce. The study offers a real-life substantiation of these constructs in the context of organizational work, contributing to the enrichment of the understanding of how the prementioned constructs interact, and strengthen, the relationships between virtues within the organisational context and the psychological attributes that affect employees' motivation and performance. As examining the 5-star hotel industry of Bengaluru, the study fills the existing knowledge gaps on the issues and prospects in high stress perceived customer-contact occupations.

Research limitations/implications: The present study is confined to the selected areas of geographical and organizational size of 5-star hotels in Bengaluru which somewhat hinders the extensibility of study in other geographical or industrial backdrops. As for the future improvisation, it is possible to further apply this framework to mid-range hotels or other segments of the hospitality industry, or cross cultural because the study adds the existing knowledge of the field. Also, the cross-sectional design compels the researcher to avoid making causative conclusions. Cohort designs are suggested to research how the pattern of VOP, PsyCap, PWB, and TAW evolves with time in order to gain further understanding of longevity effects of organizational virtues in relation to thriving amongst employees.

Practical implications: The study is the testament to hospitality managers to nurture the virtuous organizational climates which focus on the trustful model, work inclusion, and meaningful working. As such, applying leadership and organizational development programs that target these virtues in their literature would have a direct application on the level of engagement of employees and the output that this group delivers. That being the case, the work environment can be made safe for stress and, instead, designed for success through intervention efforts that build PsyCap, including resilience training, optimism workshops, and self-efficacy enhancement programs. As with other well-being related intercessions like mental health support, stress relieving training, and health enhancing programs, PWB will improve further and in return unburden the employees to work harder.

The reason for making these analyses demographic-specific is that the results offer practical recommendations regarding proper approaches. For instance, more young people should gain more from PsyCap-focused programmes while more mature people should get more support from PWB-focused programmes detailing on areas such as stability of emotions and satisfaction with life status. When developing the organisational policies and practices, managers should also consider the educational levels as well as tenure since not all employees are equal and require equal support.

Social implications: This research underscores the need to focus on the role of organisational practice in creating quality workplaces. With regards to its contribution to the resolving the research problem, the study corresponds to the global promotion of VOP and its effects on thriving in relation to optimizing workforce mental health, decreasing job burnout, and increasing employee turnover in high-stress sectors. The companies that opt for virtuous behaviours improve an organization's environment, as well as an employee and society condition in general. Due to these revealed findings, it is time for the hospitality organisations to embrace and implement more ethical and human oriented policies at the workplaces.

Social Intelligence on Job Embeddedness Amongst Frontline Employees of Restaurants

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ABSTRACT

Research Objectives: This paper aims to establish the effects of social intelligence on job embeddedness among the frontline restaurant employees and, thereby, their retention level. Job embeddedness includes interpersonal relationships, or social intelligence, as a key factor. The paper also explores the moderation of energy at work for the relationship between daily work demands and burnout and the moderation of cultural competence in the mediating effect of energy at work. The following is the purpose of the research; To shed light on employee turnover and talent performance in the Restaurant industry.

Methodology: To realize the objectives of this study, this work shall employ a descriptive quantitative research approach. The survey questionnaire was completed by frontline employees sourced from standalone and chain restaurants, as well as affiliates of the latter. The survey measured four primary constructs:

- Social Intelligence: That can be measured through factors including social sensitivity, social interactions, and sensitivity.

- Job Embeddedness: Through the incorporation of dimensions of people fit, links and sacrifice, which are used to explain why employees are willing to be retained in an organization.

- Energy at Work: Assessed as a mediator, the attention was paid to a condition of employees' physical, emotional and cognitive engagement within the scope of job demands.

- Cultural Competence: Defined and tested as an independent variable to reflect the extent of capability of the employees in handling cultural relations in multiplicative organizations.

- The survey generated 250 responses from frontline employees of different age brackets, cultural backgrounds, and roles of the restaurant business. The study hypotheses were tested by the structural equation modeling (SEM) analysis in order to capture the direct, mediating, and moderating effects among the variables.

Major Findings: Relationship Between Social Intelligence and Job Embeddedness, Positive Correlation: Research indicates a positive correlation between social intelligence (SI) and job embeddedness among restaurant frontline employees. Employees with high social awareness tend to have a stronger sense of organizational identification, particularly in terms of fit and connection with the organizational culture.

Mediating Role of Energy at Work: Energy at work acts as a mediator between social intelligence and job embeddedness. Employees exhibiting high SI are often more active and enthusiastic, leading to increased commitment and passion for their roles. This energy is crucial in fast-paced environments like restaurants, enhancing interactional communication skills and overall performance.

Cultural Competence as a Moderating Factor: Cultural competence significantly moderates the relationship between social intelligence and job embeddedness, especially in multicultural restaurant settings. Employees with high cultural competence benefit from improved interpersonal relations and organizational fit, enhancing job embeddedness. Conversely, those with low cultural sensitivity experience diminished effects of SI on attendance and loyalty, highlighting the importance of cultural awareness in fostering employee dedication.

Practical Implications: The findings of this study offer valuable insights for restaurant managers and industry leaders aiming to enhance employee retention and engagement:

Fostering Social Intelligence: In today's workplace environment, organizations should embrace training programs that are meant to improve social intelligence of their workforce. Hypotheses targeting interpersonal skills, empathy and known ways of relating with people in the workplace can enhance the kind of relationship the workers establish in the workplace.

Boosting Energy at Work: Managers should consider what helps people come to work with their batteries charged physically, emotionally, and cognitively. (Employee engagement can be promoted by pro-actively executing measures like, Work scheduling and organization, Teamwork promotion and Encouragement of employee contributions leading to job embeddedness.)

Developing Cultural Competence: Since the restaurant workforce has people from different backgrounds, cultural competence training is important. Offering people-inputs for managing diversity and cultural interactions may serve to enhance the cohesive organizational syndrome; social intelligence, in turn, would help boost the factors positively associated with job embeddedness. Such strategies are useful in ensuring that restaurant managers retain good performing workers, increase employee unity which leads to quality delivery of services to customers resulting in organization success.

Conclusion: The study used social intelligence to establish the importance of the concept in understanding the job embeddedness among the frontline staff in restaurant business. The significance of energising and encouraging staff within a highly taxing work context can be underpinned by a mediating role of energy at work. The need for culture of multicultural workplace diversity is therefore reinforced by the moderating effect of cultural competence. Through many of these aspects, the restaurant managers can foster a favorable working climate for the employees that will improve employees' retention and outputs. The paper provides a foundation for research and improvement efforts to support employee satisfaction and organisational success in hospitality environments.

High-Performance HR Practices in the Age of AI: Empowering the Workforce for Success

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ABSTRACT

Purpose: The integration of AI into HR practices, particularly HPHRPs, is an emerging area of research. Studies highlight the potential benefits of AI in enhancing HR functions, improving employee performance, and achieving organizational goals as AI is being used for almost all HR functions right from planning till employee exit This paper aims to identify High-performance HR practices (HPHRPs) integrated with Artificial Intelligence (AI) and investigate their relevance and impact on employee performance. This paper also attempts to explain linkages between HRM and performance drawing inputs from AMO (Ability, Motivation, and Opportunity) framework derived from industrial psychology.

Design/methodology/approach: A questionnaire of key HPHRPs containing 51 items was drafted as per review of literature. This questionnaire was discussed with 20 HR managers and after assessing the face and content validity, 35 items were finally retained and included in the questionnaire. The questionnaire was administered to non-HR executives who hailed from 35 different organizations across five different sectors: Telecom, Banking, IT, Insurance, and Retail. In line with the minimum sample size recommendation of SEM-based studies, 200 respondents were targeted using judgemental sampling technique. Exploratory Factor Analysis was performed using SPSS and key constructs forming HPHRPs were extracted. The EFA led to seven-factor solution after 25 iterations which altogether explained 68.73% of the variance. Given the literature, these seven factors were named Personal career monitoring and support (PCE), Recruitment and Talent Acquisition Practices (R&T), Job flexibility (FLEXI), Performance-oriented Training (POT), Performance Appraisal and feedback (PAF), Diversity and Inclusion (DIV), and Effective Internal communication (EIC).

Different latent variables acquired through the Exploratory Factor Analysis were used as constructs in the SmartPLS4. The dependent variable employee performance (Emp Perf) was a single-item measure, and the remaining seven independent variables were measured using a combination of different items forming reflective latent constructs

Findings: Career enhancement practices, and Job flexibility, were found to significantly impact employee performance. These two factors are linked with the AMO framework and were found to be strongly related to the M (Motivation) and O (Opportunity) components

Originality: This study is novel as it empirically examines the non-HR employees' perspective of AI integrated HPHRPs in the Indian context and their impact on employee performance.

Research limitations/implications: Empirically this study contributes uniquely in two ways. Firstly, due to the unavailability of comprehensive valid, and reliable scale hitherto for measuring AI related HPHRPs, it attempts to offer a pioneering instrument to measure key HPHRPs. Secondly, the study presents how these practices are perceived by non-HR employees and impact their work performance, thereby reflecting how the perspective of non-HR employees about both AI and HPHRPs differs from perspective of HR Managers. On the theoretical front, this research advances the already existing literature by providing an integrationist view of HPHRPs and AI as they affect employee performance. It adds value by not only presenting the gap that exists in perception and acceptance of AI and HPHRPs by HR managers and non-HR employees but also analysing and discussing how a comprehensive bundle of seven innovative AI integrated HR practices impacts employee performance.

Practical implications: The findings provide directions to HR managers to strategically plan various HR initiatives for enhancing employee performance outcomes. The managerial implications of this study points towards involvement of employees in designing and implementation of these AI integrated HPHRPs, to gain expected outcomes. The perceptual gap about AI and HPHRPs between HR practitioners and non-HR employees must be recognized and addressed through counselling and mentoring, open discussions and feedback sharing etc.

Social implications: Integration of AI in HR functions helps in automation of routine and time-consuming tasks thereby providing more time to focus on critical and productive aspects of jobs. Real time performance feedback helps employees to perform better and become efficient. Work life balance issues can be addressed well which contributes to employee wellbeing and societal wellbeing at large.

Keywords: High-performance HR Practices (HPHRPs), Artificial Intelligence (AI), employee performance, AMO framework, non-HR employees, wellbeing, Work Life balance, diversity and inclusion, counselling, mentoring, Job flexibility, Talent Acquisition.

Talent Development for Sustainable Adventure Tourism: A Conceptual Approach

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ABSTRACT

Purpose: This paper will investigate the notion of developing talent in the context of adventure tourism to achieve sustainability. Nowadays, niche tourism has become emerging tourism as the majority of tourists have shifted from mass tourism to alternative tourism. Adventure tourism as a part of niche tourism has grown as a leading tourism sector because many travellers prefer to be closer to natural tourist destinations than common tourist destinations. As a result, there is a need for hiring a competent workforce to deliver adventure tourism packages from many tourism companies to many tourists who are eager to enjoy adventure tourism. Therefore, the paper will discuss further about talent development (TD) for sustainable adventure tourism.

Design/methodology/approach: The paper discussed further the conceptual approach using resource-based theory (RBT), particularly using the concept of capability lifecycles (CLC) which is proposed by Helfat & Peteraf (2003). Barney (1991) explained that the theory imparts a notion for explaining and forecasting the foundations of a company's performance and competitive advantage. Besides, the paper uses the notion of tourist area lifecycle (TALC) which is proposed by Butler (1980) and Sustainable Development Goals (SDGs).

Findings: According to the discussions, TD is important to be developed for sustainable adventure tourism. Target 8.9 in the Sustainable Development Goals (SDGs) states encourage good and sustainable tourism, which generates jobs and supports local culture and products. The target is fruitful for the tourism policy, both at the national and regional levels. Moreover, this target encourages governments to empower local communities to support adventure tourism and to anticipate many migrations among young generations from their respective rural areas to many towns and cities. In line with this target, Target 12.b states develop and deploy instruments to monitor the benefits of sustainable development for sustainable tourism that produces jobs and promotes local culture and products. As an antecedent of the targets, the TALC concept can be utilised to explain how and why adventure tourism needs sustainability to be developed properly. In addition, the CLC notion can explain it further because some resources in the adventure tourism areas are dearth, including a competent workforce in the adventure tourism.

Originality: Hitherto, as long as the authors know, there is a limitation of theoretical frameworks to investigate the notion of developing talent in the context of sustainable adventure tourism.

Research limitations/implications: The paper only discusses a conceptual analysis. It is required empirical research to examine the notion of TD for sustainable adventure tourism.

Practical implications: This paper could be utilised by governments and tourism companies as one of the key foundations to develop a robust talent pool system to retain talented employees in the adventure tourism industry so that the shortages of the tourism workers could be anticipated properly.

Social implications: The paper could be utilised by local governments to empower local communities to develop more attractive adventure tourism and to reduce poverty in some local areas.

Exploring Leader-Member Exchange and Inclusion: The Experiences of Transgender Employees

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ABSTRACT

Purpose: Organizations are increasingly promoting the recruitment and development of transgender[1] individuals as part of their diversity, equity, and inclusion initiatives. Despite these efforts, transgender employees are leaving the organizations due to experiences of perceived discrimination from their cisgender[2] supervisors. A growing body of research on transgender workplace experiences highlights the prevalence of issues among cisgender and transgender employees.

Cisgender managers often perceive transgender employees as less likable than their cisgender counterparts, categorizing cisgender employees as part of their ingroup and transgender employees as part of their outgroup. Existing literature on the workplace experiences of transgender employees has primarily focused on the outcomes of this ingroup-outgroup bias or assumed that cisgender managers' negative cultural beliefs toward transgender persons are the primary cause of this disparity. However, there is limited understanding of the process through which this differential treatment develops when transgender individuals join organizations.

The disparity between cisgender and transgender employees in the workplace is a significant issue that requires a deeper exploration of its underlying mechanisms in order to identify effective strategies for addressing the causes and designing targeted interventions. This paper aims to address this gap by applying the leader-member exchange framework, which provides insight into how relationships between cisgender managers and transgender subordinates evolve over time. Specifically, the paper explores how these relationships progress through the different stages of leader-member exchange development—role-taking, role-making, and role-routinization—highlighting how these stages shape the quality of interactions and ultimately influence workplace inclusion and discrimination outcomes.

Design/methodology/approach: This study explored the workplace experiences of transgender employees and their evolving relationships with cisgender managers using a qualitative approach. Semi-structured interviews were conducted with 29 transgender employees across diverse organizations and job roles in India from January to June 2024. Participants were purposively sampled to ensure variation in job roles and industries. The interview protocol focused on exploring the dynamics of the relationship between transgender employees and their cisgender managers, particularly how these relationships developed over time and the challenges faced during different stages of the leader-member exchange (LMX) process. Data were analysed using Braun and Clarke's (2006) thematic analysis.

Findings: Our analysis highlights key findings within the stages of role-taking, role-making, and role-routinization. During the role-taking stage, the theme of *biased task*

allocation emerged, as transgender employees were often restricted to stereotypical or menial tasks, limiting opportunities to showcase their skills and capabilities. In the role-making stage, the theme of *disrupted collaboration* was evident, where initial efforts to foster trust and collaboration were frequently undermined by conflicts with colleagues or supervisors' biases, hindering the progression of working relationships. Finally, in the role-routinization stage, the theme of *constrained networking* surfaced, with transgender employees often isolating themselves to peers from similar backgrounds despite earning respect, thereby restricting their professional growth and integration within the organization.

Originality: This study applies the leader-member exchange framework to examine the nuanced relationship dynamics between cisgender supervisors and transgender subordinates across the stages of role-taking, role-making, and role-routinization. By uncovering themes of biased task allocation, disrupted collaboration, and constrained networking, it offers insights into the processes driving workplace disparities and highlights actionable areas for fostering inclusion.

Theoretical implications: This study advances the leader-member exchange framework by illustrating how biases affect relationship development between cisgender managers and transgender subordinates across its stages. It also contributes to transgender discrimination literature by revealing how the biases evolve and shape workplace dynamics, offering insights into reducing discrimination and fostering inclusion in organizational settings.

Practical implications: The findings underscore the need for organizations to adopt inclusive practices in task allocation, collaboration, and networking to mitigate the negative impacts of bias. Organizational training programs targeting cisgender leaders and colleagues are essential to foster equitable relationships and career advancement for transgender employees.

Social implications: This research contributes to broader societal discussions on transgender inclusion in the workplace. By addressing systemic biases, organizations can create more inclusive environments, thereby advancing social equity and acceptance of transgender individuals in diverse professional roles.

Limitations: The qualitative nature of this study limits its generalizability. Future research employing mixed methods could provide a more comprehensive understanding. Additionally, integrating the perspectives of cisgender employees would enrich the findings.

Keywords: Leader-member exchange (LMX), transgender inclusion, workplace discrimination

TRACK 3: FINANCE & ACCOUNTING MANAGEMENT

Case Study on Sovereign Green Bonds (SGBs) Impact on Sustainable Green Public Sector Infrastructure: For Reducing Green Finance Gap

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ABSTRACT

Purpose: The Government of India and RBI have introduced sovereign green bonds to meet the Nationally Determined Contribution (NDC) and the United Nations Framework Convention on Climate Change framework. The COP 26UN Climate Change conference in Glasgow in 2021 and COP27 Egypt will focus on the low carbon economy and the role of financial institutions in achieving a green economy. These efforts aim to enhance the Greenium of the Public Sector Infrastructure and to address the social, economic, and environmental issues for funding requirements of public sector projects in areas of wind, solar hydropower and for a sustainable future. International Energy Agency, India must invest around 160 billion annually to achieve net-zero emissions and Promoting Green Jobs. Green Bonds are issued by major countries like the UK, France, Germany, and the USA to finance environmental causes. India to meet Sustainable Development Goals SDG-6: Sustainable Water and Waste Management SDG -7: Affordable and Clean Energy, SDG-9: Industry, Innovation and Infrastructure, SDG-11: Sustainable Cities and Communities, SDG-13 Climate Action and SDG-15: sustainable use of the terrestrial ecosystem. The SGRBs can support India's Sustainable Development Goals (SDGs) and green economy. The Sovereign Green Bond (SGrB) framework was launched in 2022 to enable the Indian government to raise funds from the international market. Retail investors, Foreign investors, and NRIs trading through the International Financial Services Centre (IFSC) can invest in these bonds the Sovereign Green Bond 5PS Approach focuses on Protecting, Promoting, and Partnering with public sectors and plants for Sustainability.

Enhancing Customer Relation Management in the Banking Sector: A PLS-SEM Analysis

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ABSTRACT

Customer satisfaction is the main component of success of any business. The research highlights the significance of customer satisfaction within the banking industry, highlights the high-quality services that can provide a competitive edge and enhance customer loyalty. An examination of the connection between customer satisfaction and loyalty reveals that happy consumers are more likely stay with a bank and increase its profitability. Data's were collected from 500 participants in India. Banks often distribute to gather feedback on their services. PLS-SEM analysis was used in the study to assess how service quality affected customer happiness and loyalty. Customer Relation Management systems help banks track customer interactions and satisfaction levels, using data to improve services. Banks assess loyalty through repeat business, recommendations and overall satisfaction with the Banks's services. Customer satisfaction is the main component of success of any business. The research highlights the significance of customer satisfaction within the banking industry, highlights the high-quality services that can provide a competitive edge and enhance customer loyalty. An examination of the connection between customer satisfaction and loyalty reveals that happy consumers are more likely stay with a bank and increase its profitability. Data's were collected from 500 participants in India. Banks often distribute to gather feedback on their services. PLS-SEM analysis was used in the study to assess how service quality affected customer happiness and loyalty. Customer Relation Management systems help banks track customer interactions and satisfaction levels, using data to improve services. Banks assess loyalty through repeat business, recommendations and overall satisfaction with the Banks's services.

Drivers of Self-Service Banking Among Millennials: A Systematic Review of Key Antecedents

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ABSTRACT

Millennials in India's business environment is an enormous segment of the India's population. This paper explores the factors that influencing the adoption of self-service banking technology among millennials generation. It identifies the key determinants driving the millennials towards the adoption of self-service banking technology. Secondary data were collected from online database from 2000 to 2024.The research methodology employed in this study involved a comprehensive search of relevant academic databases, including research gate, Emerald, Elsevier, Scopus, Web of Science, and Google Scholar. Technology And Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology was used as theoretical framework, analysing performance expectancy, hedonic motivations, effort expectancy, facilitating condition, trust, price values factors, impacting the behaviour intention of millennial generation.

A Study on Sustainable Finance Initiatives in Investment Banking: Integrating Environmental, Social, and Governance (ESG) Criteria into Investment Decisions

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ABSTRACT

Purpose: The primary objective of this research is to investigate the growing importance of sustainable finance initiatives in the investment banking sector by focusing on the integration of Environmental, Social, and Governance (ESG) criteria into investment decisions. With rising awareness of climate change, social equity, and responsible corporate governance, the financial sector is increasingly adopting ESG factors as critical elements in decision-making processes. This research aims to explore how this integration not only drives sustainable development but also affects financial performance, risk management, and long-term value creation. The study focuses on the practices of leading banks and financial institutions, highlighting the innovative tools and strategies they are using to address ESG challenges and opportunities in investment banking.

Design/methodology/approach: This study employs a qualitative research approach that includes the analysis of multiple case studies of key financial institutions such as Tata Group, Adani Group, J.P. Morgan, and Goldman Sachs. These case studies provide insights into how these institutions have incorporated ESG criteria into their decision-making frameworks. Secondary data has been collected from various sources, including academic journals, industry reports, company disclosures, and ESG reports. The study utilizes comparative analysis to evaluate the ESG performance of these institutions, examining the effectiveness of their integration strategies and how they impact financial returns, risk management, and stakeholder engagement. Additionally, this research explores the broader regulatory and market trends driving the integration of ESG criteria in investment banking.

Findings: The research demonstrates that integrating ESG criteria into investment decisions is not only necessary for compliance with emerging regulatory frameworks but also enhances financial performance. Banks and financial institutions that have adopted sustainable finance strategies have seen measurable benefits in terms of both risk reduction and improved returns. The case studies of Tata Group and Adani Group show that companies with a strong ESG focus are better equipped to navigate environmental and social risks, which in turn leads to better financial outcomes. J.P. Morgan's sustainable finance initiatives, including their $2.5 trillion commitment to climate action and sustainable development, serve as evidence that ESG integration can lead to a competitive advantage in the financial sector. However, the study also finds challenges in standardizing ESG metrics across the industry, which can lead to inconsistencies in reporting and performance evaluation.

Originality: This research contributes to the existing literature on sustainable finance by providing an in-depth analysis of how major financial institutions are operationalizing ESG criteria in their decision-making processes. The study highlights innovative practices such as the development of ESG scoring models, sustainable finance products like green bonds, and risk assessment tools that incorporate ESG factors. Furthermore, the research identifies specific technological innovations, including the use of block chain for ESG reporting and AI-driven data analysis, that are helping banks and financial institutions overcome some of the challenges associated with ESG integration. By focusing on the evolving role of ESG in investment banking, this study provides a unique perspective on how financial institutions can leverage sustainability to drive long-term success.

Research limitations/implications: A limitation of this research is its reliance on secondary data, which may not fully capture the real-time impact of ESG integration on financial performance. Future research could build on this study by incorporating primary data collection, such as interviews with industry experts and financial analysts, to gain a more nuanced understanding of the long-term financial effects of ESG integration. Additionally, while this study focuses on the practices of major financial institutions, further research could explore how smaller banks and emerging markets are integrating ESG criteria into their decision-making processes. The findings from this study have significant implications for policymakers, regulators, and financial institutions as they continue to develop frameworks and policies to promote sustainable finance.

Practical implications: The findings provide investment banks with actionable insights into best practices for integrating ESG criteria. This can lead to better risk management and greater alignment with global sustainability goals.

Social implications: The integration of ESG criteria promotes socially responsible investing, which can positively impact environmental sustainability and corporate social responsibility, contributing to long-term societal benefits.

Keywords: Sustainable finance, ESG criteria, investment banking, green bonds, risk management, social responsibility, Tata Group, Adani Group, J.P. Morgan, Goldman Sachs, financial performance, regulatory compliance.

Financial Difficulties faced by Indian Micro Family Businesses of Santhal Pargana Region of Jharkhand

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ABSTRACT

Family-owned and operated enterprises are referred to as family businesses. Particularly for family businesses in India, launching a new venture can be both thrilling and difficult. Numerous obstacles prevent these new businesses from growing and being sustainable. Indian micro family business owners face the problem of managing their finances. They rely on short-term debt and their own resources. According to literature, they lack financial literacy and choose funding options based only on their immediate demands for working capital. Examining the firm-specific, entrepreneurial and environmental elements influencing the capital structure of Indian micro sized family businesses is the aim of this study. The region-santhal pargana of Jharkhand in question has been selected due to its negligible economic impact as it is least developed and here it is difficult for micro family businesses to survive. To get insight into the selected financial method, an analysis was carried out on a sample of 150 functioning non-financial enterprises. The impact of several parameters has been measured using the predictive machine learning technique regression analysis. Ownership structure, gender, documentation: difficulty raising external funds, market risk and competition, credit awareness, funding sources, registered status, education, generation, and taxation are the regressors, and debt is the regressand. According to the findings, the companies' debt-to-equity ratios are inappropriate for their operating requirements. They mostly rely on unofficial sources of funding since they encounter obstacles with formal sources, such as a large amount of paperwork, collateral requirements, and bureaucracy.

The Role of Digital Payment Systems in Advancing Financial Inclusion in India

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ABSTRACT

The emergence of digital payment systems has been a powerful tool in the advancement of financial inclusion in India, enabling millions of individuals who were previously outside the banking system to access formal financial services. The study uses the Theory of Planned Behavior (TPB) with the inclusion of additional variables in the model. The study's specific goal is to investigate how people's attitudes toward digital payments, perceived social norms, and perceived behavioral control influence their intention to use these systems, as well as how these intentions contribute to greater financial inclusion in underserved populations. Furthermore, the study will look into the mediating role of trust in the relationship between the intention to use digital payment systems and actual financial inclusion. Data was collected from 400 individuals against the target of 384 from Uttar Pradesh. Structural Equation Modeling (SEM) was used to evaluate the hypotheses established. The major findings indicate that the attitude toward digital payment systems and perceived behavioral control have significant impacts on the intention to use these systems, with subjective norms playing a moderate role3. Trust appeared as an effective mediator, magnifying the impact of intention on financial inclusion. The findings imply that increasing trust in digital financial services is critical for promoting financial inclusion in India.

Keywords: digital payment, financial inclusion, attitude, trust, intention

Foreign and Domestic Institutional Investors: Their Role in Shaping Volatility in Indian Stock Market

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ABSTRACT

Purpose: The objectives of my study is to analyze the trends of Domestic Institutional Investors (DIIs) and Foreign Institutional Investors (FIIs) in the Indian stock market, and to examine their roles in influencing market volatility. This study aims to understand how DIIs and FIIs contribute to market fluctuations.

Design/methodology/approach: The analysis focuses on market indices like NSE NIFTY 50, Foreign Institutional Investors (FIIs), and Domestic Institutional Investors (DIIs). Data was gathered from the NSE website and Moneycontrol for the period between January 1, 2014, and December 31, 2023, yielding 120 monthly observations. Various tests such as Pearson correlation, Granger Causality, Phillips-Perron (PP), and Augmented Dickey-Fuller (ADF) were used to examine relationships and data stationarity. Additionally, the Jarque-Bera (J-B) and ARCH-LM tests were conducted, while the GARCH (1, 1) model was applied to assess volatility. All analyses were performed using E-Views 10 software.

Findings: The trend analysis reveals that both FIIs and DIIs have increased their investments in recent years, with DIIs displaying high volatility, particularly between 2019 and 2021, reflecting market reactions to key events like the COVID-19 pandemic. While FIIs show more stable fluctuations, their investment patterns still affect market dynamics. The correlation analysis shows a positive link between FIIs and the NIFTY index, suggesting that higher FII inflows lead to index growth. Conversely, there is a strong negative relationship between DIIs and the NIFTY, indicating that increased DII investments tend to reduce the index value. A negative correlation between FIIs and DIIs suggests opposite investment behaviours. The GARCH model results highlight that FIIs increase market volatility, while DIIs exert a negative impact on the NIFTY, suggesting downward pressure from their investments. Granger causality tests indicate that changes in the NIFTY index predict shifts in FII and DII investments, but the reverse is not true, meaning that FIIs and DIIs do not forecast changes in the NIFTY. Furthermore, there is no significant causal relationship between FIIs and DIIs. Overall, the study underscores the distinct effects of FIIs and DIIs on the NIFTY index and their limited influence on each other's investment behavior.

Originality: This study addresses the association between market volatility and institutional investments in India's NSE NIFTY 50 indices, with an emphasis on Foreign Institutional Investors (FIIs) and Domestic Institutional Investors (DIIs). It delivers novel insights by using a GARCH (1, 1) model to distinguish between the volatility impacts of FIIs and DIIs. FIIs have been demonstrated to enhance market volatility, whereas DIIs stabilize it. Unlike earlier studies, this analysis incorporates monthly data from 2014 to 2023, documenting the influence of major economic events

like as the COVID-19 pandemic, and highlighting the NIFTY index's predictive significance in investment flows.

Research limitations: The study analyses data from 2019 to 2021, a period marked by unusual events like the COVID-19 pandemic, which may have disrupted normal market trends. Expanding the timeframe could improve understanding of institutional investments and market volatility. While GARCH models measure volatility, they may overlook factors influencing market dynamics. The study's reliance on historical data excludes macroeconomic conditions and global trends. Additionally, the absence of Granger causation between FIIs, DIIs, and NIFTY indicates the need for further research. Future studies could incorporate global data, longer timelines, and advanced methods like machine learning to refine insights and aid investors and policymakers.

Practical implications: The study indicates how Foreign Institutional Investors (FIIs) and Domestic Institutional Investors (DIIs) influence the NIFTY index, providing insights for investment strategy formulation. FIIs contribute to greater market volatility, whilst DIIs reduce returns. This intelligence helps investors and portfolio managers refine risk management and asset allocation strategies. These findings can be used by policymakers to develop stabilizing measures that balance the effects of FIIs and DIIs. Furthermore, the NIFTY index can estimate changes in investment flows, which improves market forecasts. The paper also emphasizes the need of accounting for exogenous shocks, such as the COVID-19 pandemic.

Keywords: FIIs; DIIs; Institutional Investors; Market Volatility; GARCH Model; Granger Causality Tests

From Plastic to Apps: Growth Trends of Debit cards, Credit cards and UPI Payments in India

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ABSTRACT

Digital payment systems in India have rapidly evolved, significantly transforming the financial landscape. This change has been fueled by technological advancements, widespread smartphone adoption, improved internet connectivity, government initiatives promoting digitalization, and the growth of e-commerce. We are currently in a 'Decoupled Era', marked by the emergence of diverse digital payment solutions that are not limited to a single source of funds. This shift has led to an influx of competitors in the market and increased transaction volumes, as illustrated by data from the Reserve Bank of India (RBI) and the National Payments Corporation of India (NPCI).

Purpose: This paper aims to explore the changing dynamics of payment preferences in India over 18 months, starting from January 2023, with a focus on comparing the growth of credit cards and debit cards. It will also analyze the competitive landscape among leading e-wallets and their transaction growth.

Approach: Utilizing publicly available data, the research examines average spending on digital payments in India, concentrating on three primary categories of card-based and UPI-based transactions.

Findings: The findings reveal that the average spending rates for credit and debit card transactions in online commerce and at point-of-sale (POS) locations differ significantly. However, the lack of a notable difference in ATM withdrawal amounts suggests that users may not strongly prefer one card type over the other, indicating that other factors influence their choices. Customers in India recognize distinct differences in the value propositions offered by various UPI-based payment methods and e-wallets.

Originality: The research addresses a critical gap in current studies by not only highlighting aggregate transaction figures but also delving into statistical analyses that reveal significant differences in growth rates among payment methods.

Research Implications: This dual focus on established and emerging payment methods is essential for stakeholders—including financial institutions, policymakers, and businesses—who must navigate these shifts to enhance financial inclusion and adapt to changing consumer behaviours. Further studies can assess the user experience of UPI applications and innovations in card payment features to identify areas for improvement.

Practical Implication: By evaluating the performance of traditional card transactions alongside leading e-wallet applications, this paper provides valuable insights into the competitive dynamics shaping the digital payments ecosystem.

Social Implication: This dual focus on both established and emerging payment methods is essential for stakeholders—including financial institutions, policymakers, and businesses—who must navigate these shifts to enhance financial inclusion and adapt to changing consumer behaviours.

Keywords: Digital payment, UPI Payments, e-wallet, Market Share of Payment Platforms, Transaction Volume -value Analysis, Credit cards and Debit cards, Average spend per transaction

An Impact of Financial Literacy and Behavioral Biases on Share Market Investment Awareness

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ABSTRACT

In this modern era, current financial market affords a better opportunity to invest in share market. Today generations are more innovative and technology savvy than the older generation's awareness and behaviour in share market investment. This study explores the awareness and behaviour of individuals toward share market investments. Using survey data from a diverse group of participants, the research examines how factors such as income, financial literacy, and risk tolerance influence investment habits and awareness of stock market dynamics. The findings reveal varying levels of understanding regarding the risks and potential returns of stock market investments. Furthermore, the study investigates the role of gold and real estate demand in shaping investment behaviour. This paper contributes to the ongoing discourse on financial literacy, highlighting the need for targeted educational initiatives to promote informed investment decisions.

Purpose (Objective)

- To identify the relationship between financial literacy and investment awareness among the individual awareness and behaviour in share market investment.

- To study the relationship between environment and investment behaviour and awareness of individual towards share market investment.

- To examine the relationship between social media influence and investment awareness of individual towards share market investment.

Methodology: Primary data were used in this study. Data were gathered using a set of questionnaires. Huge number of questionnaires were distributed and out of that only 100 were usable for my study. The study was conducted amongst diverse group participants (different age, different region, different state., etc)

Findings: The findings reveal varying levels of understanding regarding the risks and potential returns of stock market investments. Furthermore, the study investigates the role of gold and real estate demand in shaping investment behaviour.

Originality: Demographic Influence, how age, income, gender, and education affect people's investment awareness and behaviours.

Regional Variations, Understanding investment behaviour across different regions (districts/states).

Awareness and Action, Comparing respondents' awareness of investment opportunities with their actual investment practices.

Social Implication: The study emphasizes how important financial literacy is to people's ability to make wise investment choices, which is essential for long-term financial security. It highlights the need for easily available financial education, especially for populations with less awareness with the internal functioning of the stock market. Encouraging this kind of education can increase participation in the financial markets, reduce disparities in income, and enhance societal economic well-being.

Money Mule Accounts: The Growing Leech to Financial Inclusion

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ABSTRACT

Purpose: This article aims to contribute to the quality standard of financial inclusion which is getting degraded due to some hindrances like money mule accounts. To address the basic social objective of eradicating poverty, maintaining equality, and involving the underprivileged ones under inclusive finance better known as financial inclusion, the Indian government has made a noteworthy effort. Numerous flagship schemes were initiated and implemented for the financial welfare of the indigent. The existence of these mule accounts acts as a leech-sucking blood, that paralyzes the financial inclusion system as a whole, and thereby the achievement of the sustainable development goals remains a dream.

Design/methodology/approach: The methodology used in this article is conceptual discourse analysis.

Findings: This article leads to awareness and literacy in finance. In a way be cautious about the suspicious accounts being transacted in the names of the original owner of the accounts becoming one of the barriers to financial inclusion in India. The paper also highlights the probable precautions that can be taken to avoid being attracted to such accounts and the consequences that may occur when caught in the trap of money mule accounts.

Originality/value: This research article is critical because India's financial inclusion system is still on the verge of developing its index and its success depends on the eradication of mule accounts.

Keywords: Financial inclusion system, money mule accounts, India, sustainable development goals, suspicious accounts.

Hybrid Approach to Tax Fraud Detection Using Machine - Learning

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ABSTRACT

This investigation-machine learning is poised to catalyze a tax paradigm shift, unlocking unprecedented opportunities for modernization and transformation. By harnessing sophisticated ML algorithms, we seek to augment fraud detection capabilities, bolster compliance measures, and refine the audit selection process. This exploration endeavors to provide a comprehensive detailed scrutiny enabled by machine intelligence can dramatically improve the speed and accuracy of tax audits, enabling a more streamlined and effective examination process ultimately empowering tax authorities to optimize their operations and mitigate risks. This quantitative investigation capitalization of real-world tax-employing cutting-edge intelligent data analysis learning techniques to improve tax optimization using relevant data sets. By employing a diverse array of algorithms and rigorous methodological frameworks, we seek to pinpoint anomalous patterns indication of pattern changes. Rigorous cross-validation and comprehensive performance metrics ensure the reliability and efficacy of the developed models in detecting fraudulent activities. This research demonstrates the superior performance of machine learning models in tax fraud detection. ML models accurately identify high-risk taxpayers and enable proactive risk assessment, outperforming traditional methods. Continuous learning is crucial for maintaining model effectiveness in evolving tax environments. This innovative study pioneers a new approach to tax auditing, harnessing the power of AI and machine learning to create a hybrid model that integrates supervised and unsupervised learning techniques, resulting in enhanced fraud detection capabilities and improved audit outcomes By combining anomaly detection with predictive analytic, it introduces a novel risk-scoring mechanism, enabling tax authorities to prioritize audits more efficiently. The study's reliance on historical data limits its adaptability to emerging fraud trends. Future research should incorporate real-time data and deep learning for enhanced accuracy and fairness, while human auditors remain essential for oversight.

This research offers practical applications for tax authorities, enhancing fraud detection, reducing revenue losses, and improving compliance. By automating tasks and prioritizing audits, authorities can allocate resources more efficiently, achieving higher success rates with fewer audits. Machine learning in tax auditing can foster a more egalitarian tax system, mitigating income disparities and bolstering public trust, while necessitating ethical considerations to foster accountability and equitable in AI operated operations.

Keywords: Machine Learning, Supervised Learning, Tax - Auditing, fraud - detection, financial data

Green Bonds as a Tool for Climate Resilience

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ABSTRACT

As the global economy grapples with the increasing impacts of climate change, innovative financing mechanisms like green bonds have emerged as crucial tools in funding sustainable development and enhancing climate resilience. Green bonds are debt instruments specifically designed to raise capital for projects that deliver environmental benefits, including climate adaptation and mitigation efforts. This paper explores the role of green bonds in promoting climate resilience by financing projects such as renewable energy, sustainable infrastructure, water management, and disaster risk reduction.

The green bond market has witnessed significant growth in recent years, driven by increasing investor demand for sustainable finance solutions and the need for substantial capital to address global climate challenges. Introduced in 2007 by the European Investment Bank and the World Bank, green bonds have since evolved into a significant financial market, with issuers ranging from governments and corporations to municipalities and international organizations. These bonds are unique because they allow investors to generate economic returns while supporting environmentally beneficial projects. This dual appeal makes green bonds attractive for institutional investors, governments, and private-sector entities seeking to contribute to global climate goals.

Climate resilience refers to the ability of systems, communities, and economies to withstand and adapt to the impacts of climate change, including extreme weather events, sea-level rise, and shifts in precipitation patterns. Building climate resilience requires significant infrastructure, technology, and natural resource management investments, necessitating substantial financial resources. However, traditional financing mechanisms have often fallen short in providing the scale of capital needed to support climate-resilient development. By channeling funds into climate adaptation and mitigation projects, Green bonds offer a promising solution to this financing gap.

Green Bonds and Climate Resilience Projects

Green bonds can be instrumental in financing projects that enhance climate resilience in several key sectors, including energy, infrastructure, agriculture, water management, and ecosystem restoration. Some of the most common uses of green bond proceeds include:

Renewable Energy Projects

- Sustainable Infrastructure

- Water Management and Agriculture

- Disaster Risk Reduction

Advantages and Challenges of Green Bonds for Climate Resilience

The appeal of green bonds lies in their ability to align financial returns with environmental impact, making them a powerful tool for climate resilience. Some of the key advantages of green bonds include:

- Attracting Investment

- Lower Cost of Capital

- Long-term Funding

However, several challenges must be addressed to unlock the potential of green bonds for climate resilience fully:

- Greenwashing

- Regulatory and Reporting Standards

- Limited Market in Emerging Economies

Through a comprehensive analysis of global green bond markets, this study examines how governments, corporations, and financial institutions leverage these bonds to fund climate-resilient infrastructure and ecosystems. It also evaluates the challenges issuers and investors face, including concerns around transparency, monitoring, and the risk of "greenwashing." Using case studies from developed and emerging markets, the paper highlights the success stories and lessons learned from green bond-funded projects that have contributed to climate adaptation. The research methodology for exploring the role of green bonds in promoting climate resilience will be quantitative approaches. The study aims to evaluate the effectiveness of green bonds in financing climate-resilient projects, identify the key factors influencing their success, and analyze the barriers to their broader adoption. Quantitative data on green bond issuances, including total issuance, sectors funded, geographical distribution, and bond performance, will be collected from financial databases like Bloomberg, Climate Bonds Initiative, and the International Capital Market Association (ICMA). Market trends and financial metrics will be analyzed to identify patterns in green bond funding for climate resilience projects.

The findings suggest that while green bonds offer significant potential in mobilizing capital for climate resilience, their impact can be enhanced through more robust regulatory frameworks, improved reporting standards, and greater investor awareness. Ultimately, this study underscores the importance of green bonds in the transition to a low-carbon, climate-resilient global economy and provides insights into how this innovative financial instrument can be scaled up to meet the growing challenges of climate change.

Keywords: Green Bonds, Climate Change, green washing, Climate resilience

Social Media Influence on Investment Decisions: The Mediating Effect of Risk Tolerance, with Personality Traits and Emotional Intelligence as Moderators

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ABSTRACT

Purpose – This paper explores the influence of personality traits on investment decisions, particularly through the lens of social media. It seeks to identify critical factors influencing investment behavior, such as the credibility of social media influencers, individual personality traits, emotional intelligence, and risk tolerance. By analyzing the interplay between these variables, the study sheds light on the dynamic nature of investment decision-making in the context of social media influence.

Design/methodology/approach – The study surveyed 320 retail investors in India using a structured questionnaire and employed a descriptive quantitative research design. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for data analysis. A purposive sampling approach targeted active investors, and the analysis examined risk tolerance as a mediator between social media engagement and investment behavior.

Findings- The findings reveal that although personality traits and emotional intelligence do not directly influence investment decisions, they play a pivotal role in shaping how social media affects risk tolerance. Risk tolerance, in turn, serves as a mediator between social media engagement and investment behavior, highlighting the indirect influence of these factors on investment choices.

Practical implications – The insights provided can assist businesses in utilizing social media to gain deeper insights into customer preferences and optimize engagement strategies. Additionally, the paper recommends implementing regulatory measures to mitigate excessive social media exposure and underscores the significance of considering cultural variations in platform usage.

Originality/value – The study enhances existing behavioral theories, emotional intelligence frameworks, and social network theories by offering deeper insights into investment behavior. It presents a comprehensive framework for analyzing investment decisions within the Indian context, contributing to a more nuanced understanding of investor behavior in emerging markets.

Keywords: Social Media, Social Media Influencer, Investment Decision, Personality Traits, Risk Tolerance, Emotional Intelligence, Retail Investors, PLS-SEM.

Optimizing Financial Decision-Making: The Impact of AI and ML Technologies on Portfolio Performance

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ABSTRACT

Purpose: The main objective of this study to assess the impact of algorithmic complexity on portfolio performance and analyse the role of data quality in optimizing AI-driven financial models with real time applications. Finally examine the benefits of real-time analytics in financial decision-making.

Design/methodology/approach: The study employs quantitative methods to evaluate historical data and simulate various investment scenarios. Findings suggest that AI and ML significantly contribute to more informed and strategic financial decisions, ultimately leading to optimized portfolio performance. The implications of this study highlight the potential for AI and ML to transform traditional investment practices and offer a competitive edge in financial markets. Quantitative data is analysed from investor portfolios using predictive analytics models, while qualitative insights are gathered through interviews and case studies with individual and institutional investors.

Findings: This study set out to examine the impact of various AI and ML technologies on portfolio performance, focusing on key factors such as algorithmic complexity, data quality, real-time analytics, automated trading strategies, risk assessment models, and regulatory compliance. The primary aim was to understand how these elements contribute to enhancing portfolio performance, as outlined in the introduction and objectives.

Originality: The integration of Artificial Intelligence (AI) and Machine Learning (ML) technologies in finance has revolutionized portfolio management and investment strategies. This study investigates the impact of AI and ML on financial decision-making and portfolio performance. By leveraging advanced algorithms and data analytics, AI and ML facilitate more accurate predictions, risk assessments, and optimization strategies. This research analyses the effectiveness of these technologies in enhancing investment returns, reducing risks, and improving overall portfolio performance.

Research limitations/implications: The results from hypothesis testing revealed significant findings across all hypothesized relationships. Firstly, the impact of algorithmic complexity on portfolio performance was found to be significant. This suggests that more sophisticated algorithms enhance investment outcomes by improving the accuracy of financial predictions and optimizing portfolio management

strategies. This finding aligns with the study's objective to assess how algorithmic complexity influences portfolio efficiency and returns, and supports the notion that advanced AI algorithms can provide a competitive edge in investment management.

Practical implications: Data quality was another crucial factor that showed a significant effect on portfolio performance. High-quality data was found to be essential for the accurate functioning of AI-driven financial models, leading to better investment decisions. This underscores the importance of robust data management practices, as highlighted in the study's objectives. The significant relationship between data quality and portfolio performance validates the introduction's emphasis on the critical role of data integrity in leveraging AI technologies for financial decision-making

Social implications: AI technologies facilitate easier adherence to regulatory requirements, improving compliance accuracy and reducing the burden on human analysts. This finding aligns with the objective of studying the challenges and solutions in achieving regulatory compliance with AI technologies and supports the introduction's emphasis on the importance of compliance in financial management. In summary, the study's findings highlight the significant role of AI and ML technologies in enhancing portfolio performance. The validated hypotheses confirm that improvements in algorithmic complexity, data quality, real-time analytics, automated trading strategies, risk assessment models, and regulatory compliance all contribute to superior financial outcomes. These insights provide valuable guidance for financial institutions seeking to leverage AI and ML to optimize their investment strategies and achieve better performance in dynamic markets.

Keywords: AI in Finance, ML in Investment, Portfolio Optimization, Predictive Analytics, Investment Returns, Financial Technology, Risk Management, Algorithmic Trading.

Do Green Indices Show co-integrating Relation with Crude and Broader Market Indices during Shocks: Empirical Evidence from India using Quantile ARDL Approach

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ABSTRACT

Purpose: The study makes an attempt to understand cointegration dynamics between India's green indices, crude and broader stock market index to explore the existence of a long term relation amongst these variables during different market scenarios especially during the extreme market conditions. The indices under consideration are BSE Carbonex, BSE Greenex, NSE 500, BSE Tech and Crude and the study considers ten year daily closing prices; April 1, 2014-March 31, 2024.

Methodology: The methodology applied is Quantile ARDL Co-integration Model which is considered ideal for capturing responsiveness of variables at tails. The study considers co-integration impact under nine quantiles: $Q_{0.10}$, $Q_{0.20}$, $Q_{0.30}$, $Q_{0.40}$, $Q_{0.50}$, $Q_{0.60}$, $Q_{0.70}$, $Q_{0.80}$ and $Q_{0.90}$.

Results and Findings: The results revealed presence of co-integration mainly at upper quantiles ($Q_{0.70}$, $Q_{0.80}$ and $Q_{0.90}$) with no evidence of cointegration at middle or lower end quantiles. The speed of correction to long run equilibrium as given by error correction term; ECM(-1) was slow at $Q_{0.70}$ but became moderate at $Q_{0.90}$. For model diagnostics, since quantile methodology works with limited assumptions, only stability and error term stationarity were considered and results of both were found to be satisfactory.

Conclusion/Implications: For co-integration being proved only at upper quantiles, the reason could be due to a tendency amongst investors to shift to green indices when crude and stock indices were moving upwards, this strategy shows investors maturity to shift during bullish market conditions to less resilient green indices. Further shift towards green indices would be gradual as revealed by slow adjustment pace towards equilibrium, however this would eventually become a stable long run relation.

Investor Characteristics and Socially Responsible Investment Behavior in India: The Moderating Role of Risk Propensity

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ABSTRACT

In the context of India's growing and dynamic economy, which is increasingly focused on sustainability, it is essential to understand individual investor behavior towards Socially Responsible Investments (SRI). SRI is an investment approach that combines financial rewards with societal impact and is gaining popularity. This study aims to understand the influence of investor characteristics on Socially Responsible Investment behavior in India, with a focus on the moderating role of risk propensity between investors' characteristics and SRI behavior. The study also examines how financial literacy affects SRI behavior. The study utilizes the Theory of Planned Behavior (TPB) to comprehend the factors that influence individual investors' Socially Responsible Investment behavior. It employs a quantitative research design and relies on primary data, using a purposive sampling approach to gather data. The Structural Equation Model (SEM) is used to analyze valid responses. The study's findings will assist policymakers and SRI providers in understanding the social factors that impact investors' decisions and recognizing the significance of investor characteristics in determining SRI behavior. Additionally, this study contributes to the existing literature on sustainable finance by providing a critical analysis of investors' behavior towards SRI in emerging markets.

Keywords: Investors Characteristics, Socially Responsible Investment, Risk propensity, Indian investors, Investment behavior.

PMJDY is A Key Factor to Financial Inclusion

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ABSTRACT

Purpose – The current study aims to examine the effect of awareness and usage benefit, as well as their impact on the well-being of respondents and financial inclusion using the Pradhan Mantri Jan Dhan Yojana (PMJDY) scheme in the Sonepur and Boudh districts.

Design/methodology/approach – The descriptive design is used to explain the demographic profile of the respondents, while the empirical design is used to test the hypothesis at a secondary level. A structured questionnaire is used to acquire primary data from respondents. The survey was carried out between January 2024 to April of 2024. A total of 384 replies were obtained from respondents holding PMJDY accounts in all nine blocks of the Sonepur and Boudh districts. The researcher incorporated statistical tools such Percentage Analysis, Structural Equation Modelling, One way Analysis of Variance, Simple Linear Regression, chi-square test, correlation test and coefficient of variation.

Research limitations/implications – The results of this study open up various possibilities for further investigation. Future researchers would need to explain anomalies in the statistical results of different academicians in the financial inclusion field, as one of the research implications.

Social implications – The current study is an attempt to determine whether the Pradhan Mantri Jan Dhan Yojana scheme has an influence on rural residents in the Sonepur and Boudh districts. The results revealed that the awareness of the benefits provided under the scheme, usage of the scheme's benefits positively influenced the well-being of the beneficiaries. Hence, the current study provides great potential for the government and policymakers to take required measures in promoting financial inclusion in rural parts of Sonepur and Boudh districts, ensuring that these benefits reach the needy people and reduce the income inequality, then uplift them economically and socially.

Originality/value - The study is conducted to investigate empirically whether awareness of the benefits influences beneficiary well-being and whether usage influences beneficiary well-being and reduce the income inequality. The current study helps policymakers and banks improve their service delivery, so that PMJDY account holders can take use of the scheme's benefits, improve their well-being and reduce the income inequality, especially in Sonepur and Boudh districts.

Keywords: Financial Inclusion, Pradhan Mantri Jan Dhan Yojana, Awareness, Well-being, Income Inequality, Structural Equation Modelling.

The Synergy of Predictive Analytics and Financial Literacy: Enhancing Investment Decision-Making Processes

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ABSTRACT

Purpose: The primary objective of this study is to investigate the synergistic role of predictive analytics and financial literacy in enhancing the accuracy and efficiency of investment decision-making processes. It aims to determine how financial literacy acts as a moderating factor that influences investors' ability to harness predictive tools effectively.

Design/methodology/approach: This research employs a mixed-methods approach, integrating both quantitative and qualitative methodologies. Quantitative data is analysed from investor portfolios using predictive analytics models, while qualitative insights are gathered through interviews and case studies with individual and institutional investors. This dual approach provides a comprehensive understanding of the relationship between financial literacy and the use of predictive technologies.

Findings: The study reveals that predictive analytics significantly improves investment outcomes, but only when combined with a high level of financial literacy. Investors with greater financial knowledge demonstrate better competence in interpreting predictive models and making informed investment decisions, which reduces financial risks and enhances portfolio performance.

Originality: This research brings a unique contribution by exploring the intersection of financial literacy and predictive analytics, an area that remains underexplored. It offers a novel perspective on how technology and knowledge work hand-in-hand to drive smarter investment strategies. This hybrid focus makes the study relevant for both academic and financial industry audiences.

Research limitations/implications: The research is constrained by its limited sample size and geographical focus, which may affect the generalizability of the findings. Future studies could expand on this work by incorporating a larger and more diverse sample across different markets. Additionally, examining specific predictive models could deepen the understanding of the technical mechanisms at play.

Practical implications: Practically, the findings suggest that financial institutions should focus on enhancing both predictive technologies and financial education to empower investors. Implementing training programs that blend technology usage with financial literacy will help investors make more strategic and risk-averse decisions.

Social implications: On a societal level, the integration of predictive analytics and financial literacy has the potential to democratize access to sophisticated investment tools. This can lead to more informed decision-making across socio-economic groups, reducing inequality in financial outcomes.

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Keywords: Investor Behavior, Risk Management, Data-Driven Insights, Decision Making Tools, Financial Education and Technology Integration

Integrating Sustainability into Business Models: The Role of Innovation and Social Responsibility in Entrepreneurship

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ABSTRACT

In this rapidly growing world of entrepreneurship, sustainability has become a critical concern for modern entrepreneurs due to increasing environmental and social challenges. Integrating sustainability practices into business models can eradicate global ecological problems and create new opportunities for innovation and long-term profitability. This paper explores how entrepreneurs can balance profit-making with social responsibility and environmental stewardship, emphasizing the need for innovative steps to address these challenges. Sustainable entrepreneurship requires unique innovation, whether in product design, resource management, or operational efficiencies. To reduce environmental impact, sustainable businesses adopt principles that utilize renewable resources and develop solutions that reduce carbon emissions and minimize waste. It also ensures that companies positively contribute to communities, promoting ethical labor practices and fair trade. With people being aware of ecological challenges, social responsibility is crucial for building customer trust and brand loyalty. Modern consumers prefer businesses that prioritize sustainability and ethical practices. Entrepreneurs who adopt sustainability from the beginning of their business models can capitalize on these market trends and build flexible business models that sustain financially and contribute to social and environmental objectives. It concludes that the desired levels of sustainability require collaboration between all stakeholders, while the transition towards service-oriented business models has contributed to the growth of sustainable entrepreneurship. Nevertheless, existing institutional structures favor current unsustainable businesses and systems over the newer sustainable ones, demanding entrepreneurs to initiate institutional changes.

Keywords: Sustainability, Entrepreneurship, Entrepreneurs, Ecological, Social Responsibility, Stewardship, Carbon Emission

Exploring the Synergy between AI and Marketing Finance Fusion: A Contemporary Review

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ABSTRACT

Purpose: Artificial Intelligence (AI) has become ubiquitous in modern society, transforming numerous industries and driving innovation across sectors. Simultaneously, social media influencers are increasingly producing content on trending topics, such as AI-driven trading strategies, and sharing their insights on platforms like YouTube. A study by Greenwich Associates (2015) found that 79% of 256 surveyed institutions in Europe, the Asia-Pacific region, and the United States use social media primarily as an information resource, with institutional investors in the Asia-Pacific region being the most avid consumers. This dynamic brings into focus the intersection of AI and social media in the financial domain.

To examine this relationship, the present study introduces a novel bibliometric approach that integrates AI and social media research to determine which fields significantly influence the stock market and financial industry. The primary aim is to provide a detailed assessment of current AI and social media research, identifying prevailing trends, key themes, and emerging patterns within the literature. By exploring the interplay between social media platforms and AI technologies, this study seeks to shed light on how they shape financial practices and investor behavior, thereby offering more profound insights into their combined impact on the financial sector. Building on the methodologies established by Mukherjee et al. (2022), the study aims to:

- Identify the most significant journals, authors, and publications in which theme.

- To recognize unexplored extents in the investigate field of "AI-finance and SM-finance".

- To develop a framework to identify challenges, explore opportunities, and outline future research directions.

- To identify correlations by performing text mining on frequently occurring words in the titles and abstracts.

- To analyze correlation analysis, Principal component analysis (PCA) and factor load matrix.

Design/ methodology: This research utilizes a combination of tools, including the Bibliometrix package in R, VosViewer, and SPSS—an application designed for visualizing network grids— to examine and analyze the conceptual frameworks, commonalities, current trends, and emerging challenges at the intersection of artificial intelligence (AI), social media, and finance. A bibliometric analysis was performed on

134 research articles from Scopus, focusing on publishing patterns and keyword analysis of titles and abstracts related to the topic. In addition, advanced qualitative studies, such as correlation analysis, principal component analysis (PCA), and factor load matrices, were conducted. The study identified three key research clusters within the 134 papers: Behavioral Finance, Defensive Stocks, and Volatility. From these clusters, 30 of the most relevant publications were selected for a more detailed systematic literature review, further exploring the themes that emerged from the bibliometric analysis.

Findings: The findings indicate that integrating AI and social media in finance research is still being developed. AI applications in the stock market show more diversity than social media studies. The majority of publications in both fields were concentrated between 2022 and 2023. Principal Component Analysis (PCA) reduced nineteen variables to four latent components, effectively compressing data while minimizing information loss and facilitating more accessible analysis and visualization. These components have eigenvalues more significant than one and factor loadings above 0.4. The Varimax rotation method was applied with 25 iterations to achieve convergence. Approximately 31.34% of the articles were published in the top 10 journals. This study investigates the intersection of AI and social media in finance through a bibliometric lens, supplemented by content analysis and factor load metrics. The research uncovers significant trends and patterns in the field using the Bibliometrix package in R, VOSviewer, and SPSS. The analysis shows that scholarly interest in AI and social media in finance began to rise around 2010, with a sharp increase in publications starting in 2022. Techniques such as manual analysis, word analysis, and PCA reveal this trend. AI-focused studies primarily address machine learning and deep learning in finance, while social media research emphasizes user engagement. The study calls for more research and collaboration to bridge the gaps in these fields.

Future Research: Future research should examine the combined impact of social media and AI-driven finance on investor behavior through primary data collection. An in-depth analysis of how social media influencers use AI platforms for stock market activities and how investors leverage social media to learn AI-based trading strategies is also warranted. The limited number of published studies at the intersection of these two factors presents a valuable opportunity for further exploration and advancement in this emerging area.

Role of FinTech in Enhancing Financial Inclusion Among Street Vendors of East Champaran District: An Empirical Study

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ABSTRACT

Purpose: The purpose of this study is to find out the level of financial inclusion and role of fintech in enhancing financial inclusion among the street vendor of East Champaran district of Bihar. It also highlights the barriers to adoption of fintech among them.

Research Design: The research design for the study is descriptive and exploratory research design.

Descriptive research design has been used to describe the present state of financial inclusion among the street vendors and exploratory research design has been deployed to find out the factors affecting adoption of fintech, how fintech enhances the financial inclusion and barriers faced by street vendors while using fintech.

Mixed method approach is opted to collect data. Quantitative data is collected through structured questionnaire from the 300 street vendors of East Champaran. Qualitative data is collected though in-depth interviews.

Sampling Strategy: Convenient sampling is used to select 300 street vendors of varied age group, gender, business type from various markets of East Champaran.

Data Analysis: To check the reliability of the tool (questionnaire), Cronbach's alpha test has been used. Factor Analysis and Structural Equation Modeling have been helpful in identifying various dimensions of financial inclusion among the street vendors of East Champaran and studying the inter-relationships among the dimensions. Chi square test is used to check the relationship between FinTech adoption and access of financial services. Content analysis is used to analysis the qualitative data.

Findings: From the analysis of data, it is found that Covid-19 imposed lockdown and measures to prevent Covid-19 infection acted as a catalyst for street vendors of East Champaran to move towards cashless economy because of fear of contracting Covid-19 infection through exchanging hard cash. It is found that majority of the street vendors switched to mobile payment platform during 2020 to 2024. Nonetheless, there are many street vendors, mostly female street vendors, who are still not using Fintech which represents a wide gender gap in terms of adoption of fintech in East Champaran. 85% street vendors of east Champaran are using PhonePe, Paytm, google pay, UPI etc for the financial transaction but they just use them for only to receive fund. They are still not availing financial services like loan, insurance etc. Level of financial literacy is very low among them. Major barriers in adoption of Fintech include women feeling

insecure thinking that they will be cheated by customers and the Fintech Applications like PhonePe, Paytm etc., elderly street vendors do not prefer to use Fintech because of unfamiliarity with smartphone. Young male street vendors are mostly using Fintech in East Champaran. Overall fintech use among street vendor is growing fast in East Champaran.

Originality: Many research has been done at national and multi-national level on this topic but no such research has been done on this topic in East Champaran. Street vending is part of informal economy and very few studies are focused on the financial inclusion of this group. So, investigating the status of financial inclusion at the grass root level will be highly valuable and innovative, which will provide a new perspective which is not discovered yet in existing research repository. This study is based on primary data which brings originality.

Research limitation: The study covers street vendors of only East Champaran. This study does not consider the other factors like government and Fintech companies' initiatives' effect on the Fintech adoption. It may also involve researchers' biasness.

Practical implication: The study helps the government to make informed policies according to need of this group. A major part of our economy will be included in to the mainstream financial system. It also helps Fintech companies to develop the customized product according to need of street vendor so they use them frequently. Government, NGOs and Fintech companies could collaborate to promote digital financial literacy for the street vendor of rural areas.

Social implication: It helps to identify some ways to reduce poverty, enhance financial literacy, reduce gender inequality, promote cashless economy, uplift the living standard of street vendor etc.

Keywords: FinTech, Financial Inclusion, Street Vendor, Digital Payment, Informal Economy, Financial Literacy

Monetary vs. Non-Monetary Stimulus: A Comparative Analysis of Solar Energy Investment Trends Among Retail Investors in the NCR

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ABSTRACT

This study will probe into the most relevant factors that govern the investment decision in solar energy among retail investors in the National Capital Region (NCR). The study explores both monetary and non-monetary drivers such as return on investment (ROI), cost savings, tax benefits, and government subsidies on one hand and environmental consciousness, social responsibility, and sustainable development on the other. Analyzing these stimuli, this study aims to understand how these stimuli influence investment decisions relative to one another.

For this purpose, mixed-method research will be conducted to accomplish the objectives of the study. Structured surveys will be distributed to retail investors across the NCR region with 200–300 participants. The influence of the financial and non-financial factors will be established through the quantitative analysis using descriptive statistics, correlation, and regression analyses. In the end, factor analysis will assist in the identification of key motivators. Qualitative insights will be elicited from selected investors with semi-structured interviews, whereas for non-financial drivers, such as environment and social responsibility, content analysis would be applied.

This wide methodology will show a broader view of the investment choice of retail investors into solar energy investments in relation to how monetary and non-monetary incentives work out. This will be helpful for policymakers and stakeholders in the industry to develop sustained adoption of sustainable energy solutions in urban regions.

Keywords: Solar energy investment, Retail investors, Monetary incentives, Environmental consciousness, Sustainable development, NCR solar market

Social and Financial Performance of Microfinance Institutions: Evidence from India

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ABSTRACT

Purpose: The research examines the existence of tension between the financial viability theme and the social purpose of Microfinance Institutions (MFIs) in India for the period 2008-09 to 2017-18. This is intended to evaluate the effects of the reforms that have been carried out to stabilise the financial performance of the MFIs after the occurrence of a crisis early in 2010. As micro finance has been considered important tool in the provision of financial inclusion, the research seek to find out the extent at which financial and social efficiency plays an effect on the sustainability of MFIs. Through comparing and assessing financial and social performance over the given time span, the study offers important findings and conclusions about the link between financial and social profitability of the microfinance in India.

Design/methodology/approach: The study uses a non-parametric approach - the Malmquist Productivity Index (MPI), to assess the performance change of MFIs. The data for this study was collected from Mix Market and the World Bank Data catalogue. After filtering out MFIs with missing values, the study considered data of 35 MFIs, comprising 18 NBFC MFIs and 17 non-NBFC MFIs across a ten-year period from 2008-09 to 2017-18. The analysis utilized an output-oriented BCC model to evaluate Total Factor Productivity (TFP) change through the MPI, accounting for technical efficiency change (TE), technological change (TC), and total factor productivity change. The study also distinguished between pure technical efficiency (PTE) and scale efficiency (SE) and examined the impact of reforms following the crisis in two distinct time frames (2008-2011 and 2011-2017).

Findings: The analysis of Indian MFIs indicates a 4% decline in financial performance from 2008 to 2011 but a substantial 40% improvement by 2017 attributed to regulatory reforms. Despite this, there was a 5% decrease in technical efficiency (TE), primarily driven by a 7% drop in pure technical efficiency (PTE), although scale efficiency slightly improved. Non-NBFC MFIs generally outperformed NBFCs, likely due to subsidy advantages and cost-effective management structures. Regarding total factor productivity from 2008 to 2011 and 2011 to 2017, there was a decrease in overall social efficiency in both pre and post-crisis periods. Specifically, Non-NBFC MFIs exhibited higher average efficiency than NBFC MFIs and social performance declined, possibly due to increased loan ticket sizes and a focus on affluent borrowers. The summary of means and long-term change in efficiency from 2008 to 2011 and 2011 to 2017 illustrates that non-NBFC MFIs demonstrated better efficiency levels than NBFC MFIs in both financial and social performance. The study attributes improvements in performance to reforms creating a conducive environment for better resource utilization, particularly in terms of overall technological change. However, there was a marginal decline in overall social performance, largely due to reduced

technical efficiency. This presented challenges for firms to catch up with efficiency standards compared to their peers.

Originality: This paper addresses a gap in the literature and evaluates the impact of reforms on social and financial performance of Indian MFIs. This study also evaluates the impact of reforms on performance disparity across the legal structure of MFIs.

Research limitations/implications: Though reforms bring about transparency and stability into the system, which can be beneficial not only to the financial goals of MFIs but also to their social goals, the conflict between the social and sustainability goals of the MFIs continues. While reforms and rules need to ensure financial accountability, the challenge lies in bringing about reforms that could enhance social objectives of the MFIs. For social performance, only the quantifiable output is considered; qualitative performance is not captured in this study. The study is confined to 2018 due to unavailability of data.

Social implications: This study helps to identify the socially efficient MFIs. This study also analyses the impact of reforms on MFIs and the effectiveness of such reforms.

Keywords: Microfinance; Operational Performance; Social Performance; DEA

A Structured Review of Role of Local Financial Institutions, Community Savings Groups and Innovative Platforms in SME Financing

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ABSTRACT

Purpose: Small and medium-sized enterprises (SMEs) often face challenges to access the affordable financial assistance they need to thrive. This study uses a structured literature review to explore the role of various financing mechanisms such as local financial institutions, community savings groups and innovative financial platforms to bridge these financial gaps and drive SME growth.

Design/methodology/approach: The study adopts a structured literature review methodology analyzing 52 articles published between 2014 and 2024 in peer-reviewed journals indexed on Scopus database.

Findings: Local financial institutions provide tailored financial products to SMEs by leveraging proximity and local knowledge. Community savings groups are critical in underserved regions, offering microloans that promote financial inclusion and stimulate local economic development. Innovative financial platforms, such as crowdfunding and peer-to-peer lending, are democratizing access to finance, enabling SMEs to tap into wider investor pools. Together these financing mechanisms can address the financing gaps left by relying on any single source, thus offering a holistic solution for SME growth and inclusion, particularly in developing economies.

Originality: The review seeks to have new insights into how collaborative approaches can better address the SME financing gap and create more inclusive financial ecosystems for SMEs by analysing the role of local, traditional and digital financial institutions.

Research limitations/implications: The study focuses on literature from Scopus, which may limit insights from other databases. Future research could include a broader range of data sources and empirical data from stakeholders.

Practical implications: The review suggests that a combination of local institutions and innovative digital platforms could create more inclusive financing solutions that better meet the needs of SMEs, particularly in developing economies where traditional banking systems have been insufficient.

Social implications: These financing mechanisms could contribute to economic development, job creation and empower communities by supporting SMEs with accessible and affordable finance and thereby promote more inclusive and resilient economies.

Keywords: Small and Medium-sized Enterprises (SME), SME financing, Local financial institutions, Community savings groups, Innovative financial platforms, Financial inclusion.

The Impact of Fintech Investment on the Profitability of Indian Banks

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ABSTRACT

Purpose: The rapid development of fintech has certainly affected the operations of commercial banks. This paper aims to explore the relationship between the investments in financial innovations by banks and their financial performance over the years 2015-2023.

Methodology: Using panel data from 12 listed Indian commercial banks over a decade 2015-2024. Firstly, the fintech investment index is prepared through the frequency of occurrence of certain keywords from the banks' annual reports. Afterward, the study uses a static and a dynamic panel model to establish and check the hypothesized relationship.

Findings: The empirical results show that fintech investment has a positive and significant relationship with the profitability of banks, showing that greater fintech adoption by the banks enhances their profitability.

Originality/Value: This research highlights the relatively unexplored area of fintech integration within the banks, offering valuable insights into how internal fintech investments enhance the profitability of the banks. It provides a new perspective that adds depth to the existing fintech literature. The contribution is crucial for shaping future strategic approaches, advancing theoretical models, and guiding policy-making in the fintech sector.

Research Limitations/Implications: The research broadens the understanding of digital transformation in the banking sector, demonstrating how fintech investments serve as a crucial element in banks' shift towards digitization. There are certain limitations in this research. The study prepares the fintech investment index based on keyword frequency, which might not capture the full scope of fintech investments. Future research may consider employing another method for analyzing fintech investments by banks.

Practical Implications: The findings advise Indian commercial banks to keep on investing in financial innovations, showcasing the critical role played by the technologies in enhancing the financial performance of the banks. Moreover, our study has substantial policy implications as we recommend policymakers to support the rise and evolution of fintech investment in the banking sector.

Social Implications: This research will help promote financial inclusion by encouraging banks to adopt fintech innovations, thereby providing more accessible and affordable financial services to underserved populations.

Keywords: Banks, Fintech, Profitability, Investment, Financial Innovation, Panel Data, Commercial Banks, Digital, India, Emerging market, Investment Index

Capital Budgeting Techniques used by MSMEs (Micro Small Medium Enterprises) of Jajpur

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the economic fabric of any region. In the context of Jajpur, Odisha, capital budgeting techniques serve as essential tools for these enterprises. Jajpur, a district in Odisha, is home to a vibrant community of MSMEs. These enterprises contribute significantly to the local economy by generating employment, fostering innovation, and supporting sustainable development. From traditional handicrafts to modern manufacturing, Jajpur's MSMEs span diverse sectors, including textiles, agro-processing, and metalwork. Capital Budgeting Techniques for MSMEs, Making Informed Investment Decisions when it comes to managing limited resources effectively, MSMEs must employ sound capital budgeting techniques. Here are a few essential approaches.

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the economic fabric of any region. In the context of Jajpur, Odisha, capital budgeting techniques serve as essential tools for these enterprises. Jajpur, a district in Odisha, is home to a vibrant community of MSMEs. These enterprises contribute significantly to the local economy by generating employment, fostering innovation, and supporting sustainable development. From traditional handicrafts to modern manufacturing, Jajpur's MSMEs span diverse sectors, including textiles, agro-processing, and metalwork. Capital Budgeting Techniques for MSMEs, Making Informed Investment Decisions when it comes to managing limited resources effectively, MSMEs must employ sound capital budgeting techniques. Here are a few essential approaches.

Unveiling Financial Development, Research & Development, and Natural Resource Rent for Environmental Quality: Evidence from BRICS Nations

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ABSTRACT

Purpose: Climate change has emerged as a major concern worldwide. In this, BRICS nations are seen as major contributors to environmental degradation. Thus the present study seeks to identify how financial development, research & and development, natural resource rent, and environmental quality in these nations.

Design/methodology/approach: For the present study, data has been retrieved from Global Footprint Network and the World Development Indicator and has been analysed using the novel Autoregressive-Distributed Lag method.

Findings: The findings of the study exhibit a (1) significant positive effect of financial development, research & development, and natural resource rent on ecological footprint in the long run, (2) in the short run, financial development has a significant positive effect on ecological footprint, however insignificant for research & development and natural resource rent.

Originality: The present study seeks to identify the interrelationship between financial development, research & development, and natural resource rent, and environmental quality in terms of BRICS nations, which, to the best of our knowledge, has not been done yet and offers the novelty of the study.

Research limitations/implications: The research has been conducted from 2001-2020 due to data availability constraint.

Practical implications: This study will assist regulators and policymakers to strategically invest in research and development, which have concerns with financial development and sustainability. This approach can foster long-term economic growth while mitigating environmental degradation

Keywords: Financial development, Research & Development, Natural Resource Rent, Cross-sectional dependence, Cross-sectionally augmented IPS test, short-run dynamics, long-run dynamics, ARDL

Comparative Analysis of Green Financial Models - Lessons from Different Countries

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ABSTRACT

Green finance is a broad term that can refer to financial investments flowing into sustainable development projects and initiatives, environmental products and policies that encourage a more sustainable economy. It has emerged as a result of the pressing need for sustainable development. Countries adopt different green financing models and regulations to ensure sustainable development.

Purpose: The primary purpose of this research paper is to study and compare green financing models to identify effective strategies, challenges, limitations and best practices in them. It also focuses identifying best practices that can be introduced in India to promote sustainability. Through an analysis of the policies, market mechanisms, and institutional frameworks of these countries, the research seeks to determine best practices and challenges that may provide valuable insights for the advancement of green finance in India.

Methodology: This research uses a comparative analysis methodology and focuses on the following five nations: France, the United Kingdom, Germany, China and the Netherlands to study their green finance models. These nations were chosen as they were ranked at top in the rankings published by IFF Global Finance and Development Report. Data collection for this study came from a range of sources, including case studies, government and private publications, World Economic Forum reports and scholarly writing. Some of the key attributes included in comparative analysis are public participation, funding sources, regulatory framework, policies, growth of renewable energy and the role of financial institutions.

Findings: France: France is the top sovereign seller of green bonds and uses the funds to finance projects to mitigate climate change, preserve biodiversity and tackle pollution. Legislations such as Energy Transition for Green Growth Law (2015) and Energy and Climate Law (2019) establishes legal framework and mandates to make a gradual transition towards a low-carbon economy. French Climate Transition Fund focuses on projects that reduce GHG emissions. Municipalities in France have their own climate funds to finance local initiatives in sustainability. France's Green Budget 2024 includes payment appropriations of €1.1 billion in Green Fund. French Green Finance Label certifies allocation of funds to green projects. France offers tax breaks and subsidies on investment in green technologies.

The United Kingdom: The UK government issued its first green bond in 2021 to fund environmentally sustainable projects. In 2017, the UK government created a Green Finance Taskforce, backing the City of London's Green Finance Initiative, and supporting the Financial Stability Board's Task Force on Climate-related Financial

Disclosure. The Green Investment Bank (GIB) plays a role in mobilizing investments for low-carbon technologies. Legislations such as the Climate Change Act (2008) and other policies provide a legal framework for climate action and green financing. Initiatives such as Green Home Finance supports homeowners in making energy-efficient improvements through loans and grants. Government also provides tax incentives such as the Enterprise Investment Scheme (EIS).

Germany: Germany has positioned itself as a leader in green finance due to its dedication to sustainability and addressing climate change. The German government actively endorses green bonds as a financial tool, issuing its first green bond in 2020 to fund renewable energy, energy efficiency, and sustainable transport projects. Germany's state-owned development bank, KfW Bank, has a crucial role in funding green projects by offering financial assistance for energy-efficient constructions and renewable energy ventures. The Renewable Energy Sources Act (EEG) encourages investments in renewable energy by offering feed-in tariffs, supporting the growth of wind and solar power. Rules, such as the Corporate Sustainability Reporting Directive (CSRD), mandate that companies reveal their sustainability efforts, thus improving responsibility and investor confidence.

China: China's strong position in green finance is exemplified by its fast-growing market for green bonds which support projects related to renewable energy and pollution control. The Green Finance Action Plan (2016) provides instructions for increasing sustainable investments, and the Green Credit Policy encourages banks to provide lower lending rates for green projects. The Environmental Protection Tax Law motivates companies to decrease emissions. Furthermore, the Belt and Road Initiative (BRI) integrates sustainability principles in order to guarantee environmentally friendly infrastructure growth.

The Netherlands: The Dutch Climate Agreement is propelling the Netherlands to the forefront of green finance by targeting substantial decreases in greenhouse gas emissions. The nation has a strong green bond market, supporting renewable energy projects through bonds issued by the government. The Sustainable Finance Strategy (2021) incorporates sustainability into the financial system by advancing transparency and encouraging green investments. Tax breaks motivate private investments in energy-efficient technologies, while the Green Finance Platform promotes cooperation between public and private sectors.

The table below illustrates comparison of rankings, CO2 Emission and Green bonds. This brings forth the inferior position of India compared to other top nations.

Originality: This paper uniquely identifies the strategies, fundings, regulatory frameworks of five prominent nations: France, the UK, Germany, China and the Netherlands. The study identifies best practices that can be adapted for India and provides valuable insights to policymakers to enhance green financing efforts.

Research Limitations: The study is limited to top 5 ranked countries in IFF Global Finance and Development Report rankings out of which 4 countries belong to European Union. Future research could include more countries around the globe having unique green finance models.

Practical Implications: The findings highlight India's position in green financial markets compared to other countries. Implementing best practices from other countries could lead to increased investment in sustainable projects and improved public engagement in green initiatives. Stringent rules, policies, resolutions and regulatory framework from other countries could be incorporated in India's context.

Social Implications: This study emphasizes the role of green finance in promoting social consciousness and accountability by involving communities in sustainability endeavors and educating on climate matters.

Keywords: Comparative analysis, green finance, sustainable development, climate change, regulatory frameworks, international policy.

Green Financing in India: Insights from Nifty 100's Top 5 Companies and their Role in Financial and Sustainable Growth

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ABSTRACT

Purpose: The primary objective of this research paper is to explore the role of green financing in India's sustainable growth and what new financial instruments and policies can we implement to boost green funding across various sectors.

With India aiming to achieve net zero carbon emission by 2070, this study highlights the crucial need for financial inflow into green industries and green project and to meet that financial inflow, India needs heavy funding from public as well as private sectors.

Understanding current trends, this study examines the implementation green financial tools like green bonds and sustainability linked loans to assess their impact on growth, profit, and sustainability

I would also like to suggest that there is a need for mutual funds houses in India to incorporate green investment products or introduce new Green mutual fund scheme as investment through mutual fund is becoming very attractive and in this year mutual fund investments have reached new heights, there is an opportunity to direct these funds into green sustainable projects for long term advantage and environmental resilience.

Changes in policies/incentives is also suggested.

Design/methodology: This research paper relies on secondary data and case studies of 5 top performing companies from NIFTY 100, that have adopted green financing tools. These top performing companies serve as benchmark to evaluate effectiveness of green financing instruments such as green bonds and sustainability linked loans.

It also relies on qualitative as well as quantitative data such as annual reports, ESG ratings, stock market performance and other financial documents. A forward looking projections based on emerging financial instruments are also discussed

Findings: The Research paper reveal that companies that have already adopted green financing practices shows better environmental as well as financial performance as compare to their competitors. And there is a positive correlation between financial growth and green financing.

The specific benchmarking provides crucial insights about how green financing adopted companies shows significant improvements in long term sustainability, return on investment/return on equity.(ROI/ROE)

Originality: This paper is unique in its dedicated evaluation of 5 top performing companies and their engagement with green financing.while existing papers focuses on global trends and opportunities this study offers region/sector specific insights into the Indian green finance market.furthermore it explores the untapped potential of mutual fund investments to drive Sustainability.

Limitations: This study primarily relies on secondary data and case studies of only 5 Indian companies, which may limit its scope. Future research could include primary data through interviews, surveys with industry managers/investors to achieve deeper understanding.

Further this study only investigates top performer/large corporations, leaving a gap for further research into how startups, small and mid-sized enterprises can leverage green financing.

Practical implications: This findings provide actionable recommendation for both companies and policy makers.companies could gain significant advantage from implementation of green financing tools/projects, while mutual fund houses can promote green projects/companies through SIP investments or specific green mutual fund scheme. Policy recommendation include special incentives such as less tax implication for investors who are ready to invest in green projects/companies.

Social implications: Green financing not only enhances overall financial performance but also yield competitive advantage over competitors and sustainable development. Promoting adoption of green financing in India could assist the nation in its net zero carbon emission target and encourage a more sustainable framework.

Keywords: Green financing, sustainability, financial instruments, green bond, green projects, NIFTY 100, Indian companies, sustainable linked loan, mutual fund, mutual fund houses, financial performance, investment, policy, benchmarking

Navigating Trade-Offs: The Relationship Between Environmental Performance and Firm Performance in India with a Focus on Board Gender Diversity

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ABSTRACT

This study explores the relationship between environmental performance (EP) and firm performance (FP), with a specific focus on the moderating role of board gender diversity (BGD). Utilizing legitimacy and agency theories as foundational frameworks, the authors developed and tested hypotheses based on data from the Refinitiv database, comprising 455 firm-year observations from 91 Indian companies over five years (2018-2022). Employing fixed-effect panel data analysis, the results reveal a significant negative relationship between EP and FP, measured by return on assets (ROA) and Tobin's Q. This finding suggests that companies may face short-term trade-offs in their pursuit of long-term environmental benefits, indicating that the goal of building legitimacy through environmental responsibility could ultimately lead to sustainable growth and enhanced performance in long term. Notably, the analysis indicates that BGD does not moderate the EP-FP relationship, contradicting agency theory, which posits that a diverse board can enhance organizational oversight and support interests to improve performance. This paper provides insights into corporate governance by empirically examining the impact of EP on FP, contributing to the literature by demonstrating that the limited popularity of board gender diversity in India may hinder its ability to moderate the effects of EP on FP. Furthermore, this study improves our understanding of how EP influences financial performance and the role of board diversity in this context, particularly within the emerging economy of India.

Keywords: Environmental performance, financial performance, board gender diversity, legitimacy theory, agency theory

The Role of Entrepreneurship in Emerging Economies: A Case Study of the Tribal Entrepreneurship among the Tribals of Dumri Block in Gumla District of Jharkhand towards Creating Sustainable Economic System

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ABSTRACT

Tribals and entrepreneurship are alien to one another. They do not become entrepreneurs because entrepreneurship involves high risk. They prefer to involve themselves in traditional agriculture. Economically tribal community is one of the weakest societies in India which continues to suffer with poverty, malnutrition, illiteracy, unemployment, and massive displacement. The current socio-economic scenario has forced them to explore other means of livelihood. Entrepreneurship has emerged as one of the major components of livelihood other than agriculture and their dependency on government or private jobs. The researchers have tried to understand from the Tribal entrepreneurs in Dumri block in Gumla district in Jharkhand that how their lives have changed after they embraced the entrepreneurship. The result shows positive impact in their livelihood. Entrepreneurship has helped them to secure suitable employment opportunities and helped them in alleviating poverty. The result also shows an increment in their income, rise in their living standards, rise in their social status and sustainable economy. However, their struggles continue in establishing themselves as entrepreneurs who are efficient and equipped in managing their business.

Keywords: Tribal, Entrepreneurship, Entrepreneurs, livelihood, impact

Analyzing Stock Market Cointegration Among G20 Nations

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ABSTRACT

Purpose: The purpose of the study is to investigate the cointegration relationship between the stock movements of G20 countries. This research aims to explore the long-term equilibrium connections among these stock markets, providing insights into their interconnectedness and potential synchronous movements within the global financial framework.

Methodology: The study investigates the cointegration relationship between the stock movements of G20 countries using a quantitative empirical research design. Convenience sampling was used to select 20 countries, and historical data from 1992 to 2022 was collected from secondary sources. Cointegration analysis and the Johansen test were employed to determine long-term relationships, and Eviews was used for data analysis. The findings of this study provide insights into the interconnectedness and potential synchronous movements of G20 stock markets within the global financial framework.

Findings: The cointegration analysis reveals strong economic links between Australia, Argentina, Brazil, and Canada with over half of the G20 countries, while the US shows less interconnection. Brazil's low cointegration suggests a more isolated economic position. Japan emerges as a major force in promoting economic links among the G20 nations. Trace statistics is a better parameter for determining cointegration. These findings provide insights into inter-country economic dynamics within the G20.

Originality: The study's originality lies in its comprehensive analysis of cointegration among G20 countries, its use of trace statistics, and its contribution to understanding the complex economic relationships within this group of major economies. By comparing findings with previous research, exploring non-linear relationships, considering time-varying cointegration, and incorporating additional variables, the study can further enhance its originality and contribution to the existing literature.

Practical implications: The findings of the study have practical implications for investors, policymakers, and researchers. Investors can use the information to diversify portfolios and manage risks, while policymakers can coordinate economic policies and enhance financial stability. Researchers can use these findings as a foundation for further research on cointegration, economic interdependence, and global financial stability. The specific implications depend on the strength and nature of the cointegration relationships found, which can vary across different regions and groups of countries.

Social implications: The study's findings can have social implications, particularly in terms of economic inequality and social stability. Strong cointegration between

developed and emerging economies could exacerbate inequality, while varying degrees of cointegration can create disparities within regions. Understanding cointegration can help governments and communities build resilience to economic shocks and mitigate their social impacts. Additionally, the findings highlight the importance of international cooperation and strengthening multilateral institutions to address the social challenges of economic interconnectedness.

An Empirical Study on Interdependence of Clean Energy Equity and Overall Equity Market: Evidence from the Indian Stock Exchange

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ABSTRACT

Purpose: The global focus on climate change has propelled a shift away from carbon-based fossil fuels to renewable energy sources. This transition has led to the emergence of renewable energy companies. As investment in clean energy stocks grows, analysing their risk-return profile becomes essential. Previous studies have explored the impact of oil prices and the performance of technology stocks on renewable energy stock performance. Still, there remains a need to investigate the investment rationale beyond ecological and socially responsible motivations. The study examines the interrelationship among clean energy equities and the overall stock market index in India. The examined period includes notable occurrences such as the COVID-19 epidemic and the Russia-Ukraine war. The main goal of the research is to analyse the interdependence of the performance of clean energy equities and the overall market.

Methodology: The study employs Vector Auto Regression (VAR) to study the dynamic interactions between the clean energy index and the NIFTY50 index. The linear Granger causality test and Forecast Error Variance Decomposition aid in investigating the role of shocks in the current behaviour of returns in the market.

Findings: Return from clean energy equity index impacts return from NIFTY50, but it remains unaffected by them. This finding aligns with India's commitment to reducing carbon footprints, with government policies affecting both conventional energy and equity markets. An exciting revelation is that price discovery in the clean energy market is independent of the movements of the overall equity market. Further, there is a significant contribution of return shocks from the clean energy index in explaining the return from the NIFTY index.

Originality: This study represents a pioneering effort to explore the interconnectedness of returns between conventional energy, renewable energy, and the aggregate market index within the Indian equity market.

Research limitations: The current study focuses on the interdependence of the clean energy index and the overall equity market index in India. Further study may consider investing relationships with other related markets for the study.

Practical Implications: The results emphasize the significance of effective regulations in reducing risks during volatile market situations and directing investments toward sustainable energy. The study offers unique perspectives on the behavior of renewable energy equities in India, providing significant implications for investors and governments that seek to promote a robust financial system through environmental sustainability.

Keywords: Energy security, Renewable energy equities, Indian equity market, VAR

Factors Affecting the Organizational Adoption of Block Chain in BFSI Sector

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ABSTRACT

INTRODUCTION: The internal and external operations of an organization are significantly altered by the implementation of Block Chain Technology **(Gunasekera and Valenzuela, 2020**).Thus the academic interest in the organizational adoption of BCT has increased significantly **(Clohessy and Acton, 2019)**. The study examines the technological, organizational and environmental aspects of adopting block chain technology (BCT) in the Banking insurance and Financial Services (BFSI) sector employing the technology-organization-environment (TOE) framework. This is different from previous research that used models such as TAM and UTAUT.

OBJECTIVES

- To study the impact of technological, organizational, and environmental factors on BCT adoption BFSI sector.

- To have a conceptual model for block chain adoption in the BFSI sector.

METHODOLOGY: The quantitative research based on TOE framework is adopted for the present study with the help of convenient sampling. The TOE framework's applicability for this study is demonstrated by the numerous previous studies on BCT adoption that have employed it. A structured questionnaire is used to collect data from BCT specialists and decision makers in the BFSI sector, who have adopted or were in the process of implementing BCT to test the hypothesis.

FINDINGS: The results of TOE constructs demonstrate that the technological, organization and environmental factors have an impact on organization intention to adopt BCT. This scholarly work advances the amount of knowledge now available in block chain technology adoption studies theoretically apart from the research framework that contributes to the theoretical advancement.

ORIGINALITY: Research on the adoption of BCT inside organizational settings, regardless of the theoretical framework, is still in its infancy. Because the literature on the adoption of BCT is fragmented and there is no theoretical framework that unifies the various factors impacting the adoption of BCT in the BFSI sector. The present research makes an earnest attempt in bringing a framework and model for BCT adoption in BFSI sector apart from closing the gap in the existing field.

LIMITATIONS AND SCOPE FOR FUTURE RESEARCH: Although the research ensured validity and reliability by adhering to accepted research techniques, the results should be interpreted cautiously due to many significant limitations. The study's

findings shall be applied with caution as BCT is still relatively new in India. Not all of the constructs listed under TOE were considered. The subsequent research endeavors may center on the implementation of BCT in the BFSI domain, incorporating every construct found in the TOE structure.

Financial Inclusion: A Comparative Analysis of India, Pakistan & Bangladesh

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ABSTRACT

Financial inclusion is the process ensuring access to financial services to the vulnerable groups and weaker sections of the society. On the contrary financial exclusion is the inability to access necessary financial services in an appropriate form. The aim of this paper is to measure the variations of financial inclusion in India & its neighboring countries. Three South Asian countries like, India, Pakistan & Bangladesh are considered for this study from the year 2004 to 2022. We have used an Index of Financial Inclusion (FII) to identify the variations of Financial Inclusion. The overall study reveal that Financial Inclusion has been increasing from 2004-2022 in all these countries. Bangladesh maintained consistent performance out of these three countries and also it has the highest financial inclusion index. But interestingly it can be noted that India is the only country that performs better with the highest value from 2020 to 2022.

A Study on The Performance of Green Mutual Funds in India

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ABSTRACT

Purpose: This study evaluates the performance of green mutual funds in comparison to traditional mutual funds, examining their financial outcomes and its translation into environmental betterment. Using a sample of 10 green mutual funds and 10 traditional mutual funds from financial year 2019-20 to financial 2023-24

Design/methodology/approach: This research employs a exploratory approach, including quantitative analysis (financial metrics, risk-adjusted returns).

Findings: The findings indicate that few green mutual funds outperform traditional funds in terms of risk-adjusted returns, while demonstrating lower volatility. However, green funds' expense ratios are slightly higher. Regression analysis reveals a positive relationship between green mutual funds' financial performance.

Originality: This study contributes to the literature on sustainable finance by providing empirical evidence on the viability of green mutual funds as an investment option.

Examining how green mutual funds affect particular portfolio andhow they contribute to portfolio diversification; and assessing how regulatory frameworks affect the performance of green mutual funds are the objectives of this research paper

Research limitations/implications
- The study is limited to green mutual funds in India only.
- The NAV values of the selected funds are confined to the five year period only (2019-20 to 2023-24)
- The study is restricted to only 10 green mutual funds.

Practical implications: The results inform investors, policymakers, and fund managers about the benefits and trade-offs of green mutual funds, ultimately supporting the growth of environmentally responsible investments.

Social implications: The results show that green mutual funds have better scores, less volatility, and better risk-adjusted returns than regular funds. The expense ratios for green funds, however, are marginally higher. Financial performance of green mutual funds are positively correlated, according to regression study.

Keywords: Green mutual funds, sustainable finance, risk-adjusted returns, financial performance, comparative study, finance, portfolio.

A Perspective on Tax Avoidance Strategies in EPC Contracts and their linkage to Permanent Establishments under Direct Taxes

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ABSTRACT

Purpose: Globally in the economic process of wealth creation in an economic system, tax avoidance, tax planning practices become quite relevant and widely used by corporations. This is more likely to be seen in practice because Engineering, Procurement, and Construction (EPC) contracts involve numerous parties from various tax jurisdictions. The study examines the factors and elements which influence the structure of splitting of EPC contracts and possible factors that may be considered by judiciary. This paper test out whether EPC contractors follow a tax avoidance strategy. It is more challenging to identify EPC contracts because of the many complexities that arise, such as split contracts (offshore and onshore), turnkey and composite contracts, and the use of SPV structures. In this paper, the study aims to test this hypothesis for evidence of tax avoidance in practice and discusses the significance of appropriately structuring contracts to prevent corporates from being charged with tax avoidance through the use of EPC contracts.

Design/methodology/approach: The paper adopts a mixed methodology with using a sample of leading EPC corporates in India and abroad – Eleven in total, with purposive sampling being used, and use of google search. The companies selected are in the top category for EPC contracts for which they are well known, in India and Globally. The data has been taken for a period of five years from 2018/2019 to 2022/2023, 54 observations, available as per www.moneycontrol.com and www.investing.in. The evidence of tax avoidance is modelled using ROA as dependent variable and Long-term -debt, Total assets, Inventory, Effective Tax rate (ETR), Property, plant and Equipment, -all taken as dependent variables. It uses the panel regression approach – considering fixed effects and random effects and finally the Hausman's test. For the factors influencing split into Off shore and onsite, the approach has been to consider the motives as per past research studies. For selected cases (12 nos) as held by various Indian, Nigerian courts are considered with the discussions as to rationale behind decision of court and reason it was treated as tax avoidance.

Findings: The findings indicate that EPC corporates evidence a pattern of tax avoidance in one form or another, and these are driven by motives to maximise returns on projects executed, and opportunities that exist for the same. So long as it does not cross specified threshold as per past decisions as propounded by the judiciary, it is accepted as tax planning, else it falls under tax avoidance or tax evasion. Issuing of guidelines in specific terms for EPC projects, may help reduce litigation and also be inclined to be treated favourably by judiciary. While opportunities do exist to practice tax planning, the revenue may be overzealous on taxing extra territorial income, and

also the EPC contractors may be crossing the grey line between tax planning and tax avoidance.

Originality: The study is an attempt to bring out the relationship between the different factors as to split contracts and how the large EPC contracts get executed, and link the same with judgements as per judiciary, motive as per past studies, and adds guidance value to the EPC contractors as to how these can be handled with lesser litigation, by suitable guidelines by the Govt, and planning by Assessee.

Research limitations/implications: Only a few EPC firms are included in this exploratory study, which is not empirical in nature and ignores behavioural attitudes, litigation nature, of taxpayer and department attitudes in such cases, and tax morale in economies such as India.

Practical implications: The study has practice implications for EPC contracting entities, which execute the infrastructure projects on a regular basis, over the years, and can provide useful guidance or insights in the matter related to avoidance of disputes, planning for taxes on income from projects.

Social implications: The social implications of the EPC projects are found in the form of sustainable long term economic development at a reasonable cost, lower debt levels for the project sponsor, sustainable level of operations, reasonable return to investors, facilitate inflow of FDI and lower unit cost for services, and utilities being provided by the infrastructure projects.

Keywords: Tax Avoidance, Tax planning, Engineering Procurement Construction contracts, Offshore, Onsite Permanent establishment, Split contracts, Effective Tax Rate, Safe harbour Rules, Materials, Services.

The Impact of Central Bank Digital Currencies (CBDCs) on Financial Inclusion and Monetary Policy: Potential Benefits and Risks in India

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ABSTRACT

The primary objective of this research is to explore the potential impact of Central Bank Digital Currencies (CBDCs) on financial inclusion and monetary policy effectiveness in India. This study seeks to understand how CBDCs, as a digital innovation, could reshape financial accessibility and policy transmission in a nation characterized by economic disparities and a large unbanked population.

Approach: This research utilizes a combination of theoretical frameworks and global case studies to analyze the opportunities and challenges posed by CBDCs in India. A qualitative assessment of existing literature on CBDCs provides context, while case studies of CBDC implementations in other countries inform the exploration of India-specific implications. The study also considers the role of regulatory frameworks and stakeholder perspectives to assess potential outcomes and policy measures.

Findings: The study reveals that CBDCs have the potential to advance financial inclusion by offering a secure, accessible, and efficient payment method for underserved communities. The digital nature of CBDCs could lower transaction costs, increase the efficiency of the payment system, and enhance the accessibility of financial services. Additionally, CBDCs offer opportunities to strengthen monetary policy by enabling central banks to collect real-time data, thereby improving policy transmission and providing more precise control over money supply.

Originality: This research contributes uniquely by focusing on the implications of CBDCs in India's context, where financial inclusion remains a priority amidst diverse socioeconomic challenges. By bridging global insights with the Indian financial landscape, the study provides a nuanced perspective on the transformative role of CBDCs in a developing economy.

Research Limitations and Implications: The research is limited by the nascent nature of CBDCs, which means the findings are largely theoretical and based on early-stage implementations globally. Future research could focus on empirical data from pilot programs in India or similar economies to validate the findings. Implications for policymakers include the need to weigh privacy, cybersecurity, and operational risks against the potential benefits of CBDCs.

Practical Implications: The study suggests practical applications for CBDCs in enhancing access to financial services and improving the efficiency of the payment system in India. CBDCs could enable underserved populations to participate in the

formal economy, while banks and financial institutions may benefit from streamlined transactions and better regulatory oversight.

Social Implications: By addressing financial inclusion, this research highlights the potential social impact of CBDCs in reducing economic disparities. CBDCs could empower marginalized communities by offering access to essential financial services, contributing to greater economic equity and fostering social development.

Keywords: Central Bank Digital Currencies (CBDCs), Financial Inclusion, Monetary Policy, India, Digital Economy, Financial Innovation, Banking Sector, Cybersecurity, Privacy Concerns, Economic Disparities, Payment System, Regulatory Frameworks.

Prioritizing the Determinants of Asset Pricing Bubbles in Indian Stock Market

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ABSTRACT

In recent years, the investment markets have experienced volatility and fluctuations. For investors, this uncertainty in the stock market makes it difficult to assess the market conditions using traditional financial measures and tools. Recently we have seen more and more frequent examples of market inefficiencies, including irrational behaviours among investors. One such anomaly is Asset pricing bubbles. The stock market is influenced by variety of determinants. The key determinants contributing to the formation of asset pricing bubbles are Investor Psychology and Behavioural Biases, Excess Liquidity, Low Interest Rates, Media and Social Influences, Innovations and New Technologies to name a few. A bubble occurs when the price of an asset (such as stocks, real estate, or cryptocurrencies) rises far beyond its intrinsic value, driven by excessive speculation, irrational behaviour, and other dynamics. The aim of the research is to identify various determinants from the literature which will be responsible for creating asset pricing bubbles in the stock market. Further we need to analyse the importance of the determinants by taking sample of 220 which will include investors, as well as experts in the field. The prioritization ranking of the determinants will be done with the help of RIDIT and GREY relational analysis.

Keywords: Investment decisions, Stock market, Asset pricing bubbles.

The Rise of E-Wallets: A Bibliographic Insights into Digital Banking Trends

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ABSTRACT

Purpose: This study aims to conduct a detailed bibliographic analysis of the adoption of e-wallets and digital banking services and identify trends and growth in the field by reviewing seminal works, conceptual frameworks, and smart networks.

Methodology: To assess the present and future state of digital banking practices and e-wallet research, we carried out a thorough library analysis in this study using scientific databases including Web of Science. Using the scoping review approach, we examined 3623 documents in the subsequent eligibility process using the phrases "digital wallet" and "digital banking" in compliance with the qualified process from 2015 to 2024.

Findings: Numerous studies concentrate on technological innovation and adoption, such as the Internet and mobile banking, however, there are significant gaps in areas like blockchain integration and digital wallets. The findings indicate that China, the United States, England, and India lead research in this area. Data security, usability, and compatibility with conventional payment methods are important elements impacting the uptake of digital wallets. In addition to introducing the first complicated book on digital wallet, this article offers crucial details on emerging developments like blockchain, e-commerce, and digital payments, as well as their implications for financial education in the future

Originality: The authors are unaware of any recent comparable studies in the consumer financial services sector, and bibliographic analysis has not been applied extensively in management research. This article's primary contributions are to spread knowledge to a larger audience, which includes scholars and practitioners in relevant domains, and to offer a strong platform for spotting potential areas for further study

Research limitations/implications: The study of e-wallets faces challenges due to rapid technological changes, regional differences in adoption and regulation, underexplored security issues, and limited research on their impact on low-income or underserved populations, raising concerns about financial exclusion.

Despite limitations, e-wallet research has key implications for the financial industry and consumers. It helps institutions improve digital services, security, and compliance while guiding policymakers to create supportive regulations and promote financial literacy. The research also highlights the potential of e-wallets to drive financial inclusion and economic development.

Practical implications: The study of e-wallets helps banks improve digital services, security, and customer experience, while guiding policymakers to create supportive regulations. It also highlights the importance of financial literacy, especially for

underserved communities, promoting a more inclusive and secure digital financial ecosystem.

Social implications: The rise of e-wallets can enhance financial inclusion by providing underserved populations with greater access to digital payments, promoting financial autonomy. The study emphasizes the need for improved digital literacy and highlights concerns about privacy and security, especially for vulnerable groups. Ultimately, it advocates for a more inclusive and secure digital financial landscape that helps reduce social and economic disparities

Keywords: Digital Banking, E-Wallet, Secure Payment, Trend, Bibliometric Analysis.

Unveiling the Paradigms of Fintech Satisfaction in SME Adoption: A Strategic Inquiry

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ABSTRACT

Purpose: This study aims to explore the key factors that drive satisfaction with fintech solutions among small and medium-sized enterprises (SMEs), with a particular focus on the role of entrepreneurs. It investigates how elements like ease of use, affordability, trust in technology providers, and alignment with business goals influence both the adoption and ongoing use of fintech by SMEs and their entrepreneurial leaders.

Design/methodology/approach: The research uses a mixed-methods approach, combining quantitative surveys to identify common satisfaction drivers and qualitative interviews with SME entrepreneurs to gain deeper insights into their experiences with fintech solutions. This approach allows us to capture both general trends and personal entrepreneurial perspectives on fintech adoption.

Findings: The study reveals that SME satisfaction with fintech solutions is shaped by factors such as the ease of integration with existing business practices, the perceived value of the technology, and trust in fintech providers. Additionally, it highlights that entrepreneurs play a significant role in determining satisfaction levels, as their strategic goals and personal experiences with technology influence the success and continued use of fintech in their businesses.

Originality: This research is unique in focusing on how entrepreneurs within SMEs shape satisfaction with fintech solutions. While most studies have concentrated on factors influencing initial adoption, this research brings a fresh perspective by emphasizing the role of entrepreneurs in sustaining long-term satisfaction and adoption, offering valuable insights for both academics and fintech providers.

Research limitations/implications: The study is limited to SMEs in specific sectors and regions, which may affect the applicability of the findings to other contexts. Future research could expand to include a broader range of industries and geographic areas. Longitudinal studies would also be useful to explore how satisfaction factors evolve over time, particularly as SMEs and entrepreneurs gain more experience with fintech.

Practical implications: For fintech developers, the study offers practical guidance on designing solutions that better align with the needs of entrepreneurs and SMEs. By addressing the key satisfaction drivers identified, fintech companies can enhance product adoption and retention. Policymakers and industry leaders can also use these insights to encourage greater fintech adoption among SMEs.

Social implications: This research highlights the potential for fintech to enhance financial inclusion and foster economic growth by empowering SMEs and entrepreneurs with better financial tools. By improving satisfaction with fintech solutions, SMEs are more likely to adopt these technologies, leading to stronger businesses and a more vibrant economy.

Keywords: Fintech, SMEs, Entrepreneurs, Satisfaction, Adoption, User Experience, Integration, Trust, Strategic Alignment, Operational Efficiency, Financial Performance, Technology Acceptance

Impact of Financial Literacy on Consumer Behaviour in Green Finance Products

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ABSTRACT

Purpose: This research explores the impact of financial literacy on consumer behaviour in the adoption of green finance products, including eco-friendly investments and sustainable banking. As awareness of environmental issues grows, understanding the role of financial literacy in promoting green financial decisions becomes essential for encouraging sustainable financial habits.

Design/methodology/approach: This study employs a mixed-method approach, incorporating both a literature review and a survey-based methodology. The literature review provides a foundation by examining existing research on financial literacy and green finance. Subsequently, a survey was conducted to gather primary data on respondents' financial literacy, familiarity with green finance, and willingness to adopt sustainable financial products. Statistical analyses, including regression, ANOVA and other statistical tests are being conducted to examine the relationship between financial literacy levels and consumers' likelihood to engage with green finance options.

Findings: Preliminary analyses indicate a positive association between financial literacy and an increased likelihood of adopting green finance products. Respondents with higher financial literacy levels tend to show more interest in eco-friendly financial options. However, further analysis is underway to validate these initial findings and to assess the influence of additional factors, such as demographic variables and environmental awareness, on green finance adoption.

Originality: This study uniquely combines insights from financial literacy and consumer behaviour to address the emerging field of green finance. By connecting financial knowledge with sustainable financial choices, the research highlights a novel intersection that can inform both financial education programs and environmental initiatives.

Research limitations/implications: The study's primary limitation is the focus on self-reported survey data, which may carry response biases. Additionally, the sample size and demographic limitations may affect generalizability. Future research could expand on these findings by incorporating longitudinal data and exploring other influential factors, such as social influence and access to green finance education.

Practical implications: The findings suggest that enhancing financial literacy could encourage more sustainable investment choices among consumers. Financial institutions and policymakers could use these insights to design targeted financial education programs aimed at promoting eco-friendly financial products.

Social implications: Improving financial literacy has potential social benefits by empowering individuals to make environmentally conscious financial decisions, contributing to a more sustainable economy. This research underscores the importance of financial knowledge in fostering responsible consumption and investment habits.

Keywords: Financial Literacy, Green Finance, Consumer Behaviour, Sustainable Investments, Environmental Awareness

Linking Financial Inclusion with Sustainable Development Goals: A Systematic Literature Review

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ABSTRACT

Purpose: This research aims to provide a comprehensive analysis of financial inclusion's role in promoting India's Sustainable Development Goals (SDGs), particularly emphasizing the contributions made by governmental and regulatory agencies.

Design/methodology/approach: This study uses a systematic literature review based on the 5W+1H framework. It investigates relevant material gathered from the Scopus and Web of Science databases.

Findings: The study identifies major causes and existing gaps in the present research environment, drawing attention to crucial aspects of financial inclusion that contribute to the Sustainable Development Goals (SDGs).

Originality: This study presents an original combination of a 5W+1H framework and a focus on India. It offers insights that may be used for future research and policy formation.

Research limitations/implications: One limitation is that it focuses on certain databases, which may restrict the study's comprehensiveness. However, the implications point to potential future study paths and breakthroughs in policy.

Practical implications: Policymakers may use the results to help build successful policies that align with the Sustainable Development Goals (SDGs) to improve financial inclusion.

Social implications: The promotion of fair growth and the support of larger socio-economic objectives are supported by increased financial inclusion.

Keywords: Financial Inclusion, Sustainable Development Goals, Systematic Literature Review, India

Understanding the Impact of Behavioral Biases and Demographic Factors on Purchase Intention for Life Insurance

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ABSTRACT

Purpose: This study aims to examine the effects of behavioral biases—Over-Confidence, Loss-Aversion, and Social Norms—on life insurance purchase intention, with Attitude-To-Risk acting as a mediator and Financial Literacy and Hyperbolic Discounting as moderators. It also explores the influence of demographic factors, including age, gender, marital and family status, and education, on life insurance purchasing behaviors.

Design/methodology/approach: Using a sample of 256 respondents, data was collected via a structured questionnaire and analyzed through Ordinary Least Squares (OLS) regression, mediation, and moderation analyses. Ridge regression was employed to address multicollinearity and ensure stable coefficients.

Findings: Over-Confidence and Social Norms positively influence Attitude-To-Risk, while Loss-Aversion negatively impacts it. Attitude-To-Risk significantly affects purchase intention, mediating the influence of these behavioral biases. Financial Literacy strengthens the positive relationship between Attitude-To-Risk and purchase intention, but Hyperbolic Discounting has no significant moderating effect. Demographic factors, such as age, gender, and education, also significantly impact purchase intention for life insurance.

Originality: This study integrates behavioral biases and demographic factors within a single model of life insurance purchase intention, offering insights into how both psychological and demographic variables influence financial decision-making in insurance markets.

Research limitations/implications: The cross-sectional nature of the study limits causal inference. Future research could employ longitudinal designs and explore additional biases like optimism or status quo bias to further validate findings.

Practical implications: Findings highlight the value of financial literacy programs and targeted marketing for promoting informed life insurance purchase decisions. Emphasizing social responsibility in marketing strategies may enhance engagement among potential buyers.

Social implications: By addressing behavioral biases, particularly through enhanced financial literacy, this study suggests ways to foster better financial planning and security, benefiting individuals and society by promoting responsible financial behavior.

Keywords: Behavioral biases, Over-Confidence, Loss-Aversion, Social Norms, Financial Literacy, Hyperbolic Discounting, Attitude-To-Risk, Purchase intention, Life insurance, Demographic factors, Ridge regression, Financial decision-making

Green Finance: A Step towards Sustainable Finance and Development

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ABSTRACT

All organizations have long referred to finance as their lifeblood, but in more recent times, it has become necessary to shift the blood's color from red to green. Since it connects the financial sector, environmental improvement, and economic growth, green finance is a crucial part of low-carbon green growth. The study looks at the possibilities, challenges, and recent advancements in the field of green finance in developing India. One of the biggest challenges facing the entire economy today is dealing with environmental issues and how they impact businesses on a daily basis. The financial crisis, energy shortages, and climate change are the three primary problems confronting contemporary society. The study's main focus is on green financing and sustainable development. As a result, the study mainly concentrates on the numerous green funding programs that Indian governmental and private sector entities have put in place. The secondary data included in this descriptive analysis comes from a range of official Indian government publications, as well as reports from Indian banks, public and private sector organizations, and other sources.

Keywords: Green finance, financial industry, economic growth, Sustainable Development.

Preference of Lipor Approach to Analyze the Current Forex Retail Trading as Comparative before Covid-19

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ABSTRACT

Purpose: This study aims to evaluate the efficacy of the LIPOR technique in spotting lucrative trading opportunities in a volatile market environment by analysing changes in retail FOREX trading trends and dynamics, especially as they were influenced by the COVID-19 outbreak.

Design/methodology/approach: In order to examine the development of retail FOREX trading before to, during, and beyond COVID-19, as well as the applicability of the LIPOR approach in the current FOREX market, this study uses a mixed-method approach that combines quantitative data analysis with qualitative insights.

Findings: The major findings of this research paper are 1) to increased retail participation, 2) market volatility and currency fluctuation, 3) preference of the LIPOR approach, and 4) sustained trends post-pandemic.

Originality: The LIPOR approach is using to FOREX retail trading analysis.

Research limitations/implications: The LIPOR approach is a linear model but as changing the technical environment more developed models and upgrade model of LIPOR approach can be used to depth research in retail equity investment worldwide at present.

Practical implications: The LIPOR (Liquidity, Integrity, Perception, Observation, and Risk-Awareness) approach can be implemented as a structured trading framework, guiding retail traders in their analysis of market conditions.

Social implications: The LIPOR approach contributes positively to this landscape by offering a structured, data-driven framework for safer decision-making in volatile markets.

Keywords: FOREX Retail Trading, Financial Uncertainties, Market Volatility, LIPOR Approach, Market Dynamics.

Access to Formal financial Services: A Case Study of Six Villages in Keonjhar District

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ABSTRACT

Access to formal financial services is essential for economic development, especially in rural areas, where limited infrastructure and financial awareness often create barriers to financial inclusion. This paper aims to analyse the accessibility of formal sources of financial services in six rural villages of Keonjhar district, Odisha, focusing on factors influencing the availability and use of services like banking, credit, and insurance in rural areas. The study is based on a survey of 102 households from Ghatagaon, Patna, and Harichandarpur blocks, using binary logistic regression to analyze how factors such as caste, income, education, distance to bank branches, and awareness of government schemes like PMJDY impact access to bank accounts. The findings show that caste, income, and proximity to banks are significant factors influencing financial inclusion, while education and awareness of PMJDY have less impact. The study reveals that households from Scheduled Caste (SC) and Scheduled Tribe (ST) communities face more challenges due to socio-economic and geographical barriers. The results point to the need for policies that improve banking infrastructure, raise financial literacy, and make banking services more accessible in rural areas.

Keywords: Formal Financial Services, Rural Areas, Financial Inclusion, Access to Credit, Economic Development, Financial Literacy, Odisha, Banking Infrastructure, Keonjhar District.

Assessing Stock Market Price Prediction Models: A Deep Dive into the Effectiveness of ARIMA, ARCH, GARCH, and Machine Learning

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ABSTRACT

Purpose: This study aims to assess the effectiveness of various stock market price prediction models, focusing on econometric models such as ARIMA, ARCH, and GARCH, as well as machine learning techniques including SVM, Random Forest, Artificial Neural Networks, and Extreme Learning Machines.

Design/Methodology/Approach: The research employs a comparative analysis of multiple predictive models applied to stock market data. These models include standalone applications of SVM, Random Forest, and Neural Networks, as well as enhanced versions incorporating GARCH and Moving Averages. The performance of each model is evaluated using Mean Squared Error (MSE) and R^2 values to determine prediction accuracy.

Findings: The results reveal that integrating machine learning models with econometric tools such as Moving Averages significantly enhances prediction accuracy. The Extreme Learning Machines with Moving Averages model exhibited the best performance, with an MSE of 100.68377 and an R^2 value of 0.997699. In contrast, simpler models like standalone SVM showed lower predictive power, with an MSE of 61020.5237 and a negative $R2R2$ of -3.71789. Random Forest and Artificial Neural Networks also demonstrated high predictive accuracy, especially when combined with Moving Averages.

Originality: This research uniquely combines traditional econometric models with modern machine learning algorithms, evaluating their integrated performance in predicting stock market prices. The comprehensive analysis bridges the gap between econometric and machine learning approaches, offering new insights into hybrid model effectiveness.

Research limitations/implications: The study is limited to specific datasets and may not capture all market conditions or external economic factors influencing stock prices. Future research could expand this analysis to include additional data sources, longer time frames, and the impact of macroeconomic variables on model performance.

Practical Implications: The findings can guide financial analysts and investors in selecting optimal prediction models for stock market forecasting, enhancing investment strategies and risk management practices through the use of more accurate predictive models.

Social Implications: Improving the reliability of stock market predictions can contribute to better financial decision-making, potentially reducing economic risks and fostering greater market stability, benefiting both investors and the broader economy.

Keywords: Stock Market Prediction, GARCH, SVM, Random Forest, Artificial Neural Networks, Extreme Learning Machines, Econometric Models, Moving Averages, Machine Learning, Financial Forecasting, Hybrid Models, Model Comparison.

Role of Financial Institutions in Promoting Low-Carbon, Circular Economy

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ABSTRACT

The transition to a circular economy presents a transformative opportunity for sustainable development, yet it requires substantial financial support to realize its full potential. Financial institutions play a pivotal role in fostering this shift by providing the necessary capital and innovative financial solutions that drive the circular economy's growth. These institutions can support the circular economy in several key ways. This paper focusses on the role of financial institutions to promote resource efficiency, waste reduction, and sustainable practices. It discusses the innovative products offered by the financial institutions and circular economy initiatives, to help bridge the funding gap for companies transitioning to circular models. Furthermore, banks and investors can facilitate the scaling of circular economy solutions through strategic partnerships and joint ventures, providing both capital and expertise to innovative projects. Additionally, government regulatory bodies play crucial role, to help businesses navigate the transition. They can also support research and development in circular technologies and business models by funding relevant innovations and pilot programs. Thus the paper uses disclosure analysis to study how the financial institutions are crucial enablers of the circular economy. Their ability to provide tailored financing, integrate ESG criteria, and support innovation and education is essential for advancing sustainable practices and achieving long-term economic and environmental benefits. Through these efforts, they not only contribute to the transition towards a circular economy but also enhance their own sustainability credentials and market opportunities.

Sin Stocks: Evidence from India on Institutional Ownership and Analyst Coverage

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ABSTRACT

Purpose: This paper aims to examines the ownership pattern and analyst coverage of sin stocks in the Indian context. The categorization of stocks into sin and non-sin categories is based on a definition that goes beyond the underlying product, and considers corporate sustainability parameters.

Design/Methodology/Approach: We compare the analyst coverage and proportion of shares held by domestic institutional investors, foreign institutional investors and retail investors of sin stocks vis-à-vis saint stocks using statistical tests of differences. Further, we use a panel regression model to examine the factors affecting analyst coverage and institutional ownership of sin stocks, based on the expansive definition.

Findings: The conventional end-product based definition indicate that institutional investors (domestic and foreign) have higher ownership in sin stocks than in non-sin stocks. Analyst coverage is also low for companies with controversial products compared with other stocks. However, the application of the expansive definition reveals that institutional investors and analysts refrain from investing/following companies with low ESG scores. This indicates that institutional investors and analysts have moved away from the traditional approach and considered the company's performance on environmental, social, and governance parameters, and not just the end product. Our results are helpful from a practical standpoint and provide insights for analysts, investors, corporate market regulators, and society.

Value: Traditionally, sin stocks have been narrowly defined based on the company's end product. In this study, we propose an expansive definition of sin stocks that goes beyond the underlying product and incorporates the processes and practices of an organization towards all stakeholders.

Sustainable Finance in India: The Role of ESG in Banking and Investments

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ABSTRACT

Research Objectives: This comprehensive study investigates the transformative integration of Environmental, Social, and Governance (ESG) factors within the Indian financial sector. The research aims to provide a holistic analysis of ESG incorporation strategies in lending and investment portfolios, critically assess the multifaceted benefits and challenges, and explore the profound implications for sustainable financial growth in India's dynamic economic landscape.

Methodology: The research employs a robust mixed-methodological approach, synthesizing qualitative case study analyses with quantitative financial performance evaluations. By examining prominent Indian financial institutions' ESG initiatives, the study combines in-depth institutional assessments with rigorous financial data analysis. Primary sources include comprehensive documentation from State Bank of India (SBI), HDFC Bank, and ICICI Bank, complemented by secondary research on ESG investment trends and regulatory frameworks.

Major Findings

1. Lending Practices and ESG Risk Management

Financial institutions in India are increasingly leveraging ESG factors as sophisticated risk management and strategic development tools. Environmental considerations now play a crucial role in credit assessment, with banks examining potential borrowers' carbon emissions, resource efficiency, and sustainability practices.

State Bank of India's landmark USD 650 million green bond issuance in 2021 represents a pivotal moment in sustainable financing. This innovative financial instrument strategically channelled investments into renewable energy projects, demonstrating how ESG principles can drive meaningful environmental transformation. The bond not only addressed climate change concerns but also signalled India's commitment to global sustainability objectives.

HDFC Bank's Sustainable Livelihood Initiative offers another compelling example of ESG's social dimension. By providing micro-loans to women entrepreneurs, the bank has empowered over 12 million individuals, simultaneously advancing financial inclusion and rural economic development. This approach illustrates how ESG can create tangible social impact while maintaining financial sustainability.

2. Investment Strategies and Performance

The Indian financial market is witnessing a significant paradigm shift towards ESG-aligned investment portfolios. ICICI Bank's active participation in green bond issuances and SBI Mutual Fund's launch of India's first ESG-focused mutual fund underscore this transformative trend.

A comprehensive 2024 financial analysis reveals the compelling economic rationale for ESG investments. ESG-focused equity funds demonstrated an impressive average three-year return of 19.4%, substantially outperforming traditional investment mechanisms. This performance validates the dual potential of ESG investments: generating competitive financial returns while contributing to positive environmental and social outcomes.

3. Challenges in ESG Implementation

- Despite promising developments, ESG adoption in India confronts several critical challenges:

- Absence of standardized ESG reporting frameworks creates evaluation inconsistencies

- Significant risk of greenwashing, where entities potentially misrepresent sustainability credentials

- Inherent tensions between short-term profitability expectations and long-term sustainability objectives

- Limited technological infrastructure for comprehensive ESG assessment

4. Emerging Opportunities

- Technological innovations and progressive regulatory developments offer promising solutions:

- Advanced data analytics and artificial intelligence can enhance ESG evaluation precision

- The Reserve Bank of India is developing comprehensive guidelines to incentivize sustainable finance

- Government initiatives like renewable energy subsidies and carbon credit programs provide strategic support

- Growing investor awareness and demand for responsible investment options

Conclusion: The research conclusively demonstrates that ESG integration represents a strategic imperative rather than a mere transient trend in India's financial ecosystem. By embedding ESG principles, financial institutions can simultaneously mitigate

environmental and social risks while unlocking unprecedented innovation and growth opportunities.

The transformative potential extends beyond individual institutional strategies. As India positions itself as a global financial hub, ESG integration will be instrumental in cultivating a resilient, innovative, and socially responsible financial framework. Collaborative efforts among financial institutions, regulatory bodies, technology providers, and investors will be crucial in navigating this complex transition.

Technological advancements, evolving regulatory landscapes, and increasing global sustainability consciousness are converging to create a fertile ground for ESG-driven financial practices. Indian financial institutions are not just adapting to this change but are increasingly becoming global leaders in sustainable finance implementation.

Risk Transmission between Spot and Future Prices of Agricultural Commodity Market- An Econometric Approach

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ABSTRACT

Purpose: The Commodity Derivatives Market is essential to the global financial system, providing risk management tools for producers, consumers, and investors. Effective risk management in an unstable market is crucial. In the last few years, Indian commodity markets have grown considerably. The rapid expansion of this market in recent years makes it all the more important to thoroughly capture the opportunities and assess the market's risks, to manage them efficiently. The purpose of this study to examine and assess the practices and policies related to risk management within the spot and futures market of NCDEX (National Commodities and Derivatives Exchange Limited). NCDEX serves as a trading platform in the realm of Indian agricultural commodities exchange. Further to study the link between spot and future prices in terms of price dynamics and analyze the long-term equilibrium connection between spot and futures prices in the agricultural derivatives market in the NCDEX.

Design/Methodology/Approach: The National Commodity and Derivatives Exchange Limited (NCDEX) Krishi Index (NKrishi) serves as a price index for agricultural commodities that are traded on the NCDEX. This study utilizes secondary datasets on spot and futures closing prices collected from the NCDEX website across various sample periods. Nkrishi comprises 10 highly liquid agricultural commodity futures contracts that are traded on the NCDEX platform. The choice of these commodities is based on their economic significance and liquidity levels. The agri-commodities listed in the Nkrishi index are Jeera, Turmeric, Cotton Seed Oilcake, Bajra, Coriander, Gur, Barley, Maize, Castro Seed, and Guar Seed.

The current study implements the Vector Autoregressive model, Vector Error Correction model (VECM), and Granger Causality Test to assess the risk management of NCDEX Krishi index (Nkrishi) spot and futures markets traded on the National Commodity and Derivatives Exchange (NCDEX). The analysis was performed using data from the near month period spanning from 2018 to 2023.

Findings: In the initial study, skewness and kurtosis exhibited substantial deviation from zero and remained below three. The Augmented Dickey-Fuller (ADF) test indicates that the spot and futures return series are stationary. The conventional method utilizes a VAR model to mimic dynamic correlation among many independent variables. This information may improve the evaluation of Value at Risk (VaR), which measures possible loss at different confidence levels. The Vector Error Correction Model forecasts short-term price volatility and discrepancies in the two marketplaces. The Granger causality test illustrates the temporal link between spot and futures prices, indicating a cause-and-effect dynamic. This research may provide benefits to market

players, regulatory authorities, and policymakers. This paper assesses the risk management procedures in the Indian commodities derivatives market and suggests strategies to improve market resilience. A detailed report and evaluation will be given.

Originality/Value: The NCDEX Nkrishi index has been the subject of extensive research regarding the risk analysis of agricultural commodities in both spot and futures markets within India. This empirical study has the potential to yield significant insights for market participants, regulatory bodies, and policymakers. This assessment examines risk management practices within the Indian commodities derivatives market and offers recommendations aimed at strengthening market resilience.

Keywords: Risk Management, Agricultural commodities, Volatility, Cointegration, Causality, Future Market.

Impact of Corporate Governance Index on Cost of Capital: An Evidence of BRICS Economies

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ABSTRACT

The failures of the multinational corporations emphasise the necessity of a robust CG structure that clearly specifies the separation of power between the board of directors (BOD) and shareholders, resulting in effective governance processes and procedures. It is very important in today's era to understand the importance of corporate governance in the emerging economies to improve their decision making and profitability. The agency theory of corporate governance plays a very important role in the management of the organizations as it analyses the relationship between shareholders and directors to avoid the conflicts which may arise between them. There are very limited studies available on the impact of corporate governance on cost of capital in BRICS economies. However, the studies showing impact of corporate governance on cost of equity and cost of debt are available in India. This study investigates the influence of corporate governance standards on cost of capital in BRICS economies. Corporate governance practices like board meetings, CEO tenure, size of the audit committee, board size and women directors are used for constructing a corporate governance index. Corporate governance policies' impact on cost of capital is assessed using the returns as well as the cost of raising debt and equity across BRICS economies. The data of companies of BRICS economies listed with their respective stock exchange is extracted from the Bloomberg database for the time frame spanning from 2013 to 2023. We employed regression model to describe the influence of corporate governance index on cost of capital and returns of listed companies of BRICS countries. Regression results provide the relationship between the corporate governance index and cost of equity and debt. The cost of equity (COE) is an integral aspect of the cost of capital (COC), which is based primarily on the effectiveness of financing uses rather than financing sources. Along with this, we have also taken return on assets and equity in the study to see the impact of corporate governance index on returns of these economies. The laws of BRICS economies are considered in this study for the purpose of the construction of corporate governance index for these five countries. This study evaluates how corporate governance impacts the cost of capital and returns of BRICS economies. The findings of this study indicate that corporate governance profoundly influences the cost and returns of debt across BRICS economies. As per the findings of the study there is a negative relationship between the corporate governance index and cost of equity and debt of BRICS economies. However, a positive relationship is found between the corporate governance index and returns on assets and equity of BRICS economies. This paper provides a multi dimension approach to understand corporate governance phenomenon considering financial and non-financial components of business entity. The results of our study would assist policymakers and financial managers in improving the corporate governance policies and returns of the company. This study can be further extended to more sectors to see the impact of CGI on cost of capital of the listed companies.

Evaluating the Effectiveness of Digital Banking and E-Wallet in University

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ABSTRACT

Purpose: This study investigates the impact of demographic factors, such as age, gender, income, and education, on customer satisfaction with digital banking services. As digital banking becomes more widespread, understanding how different demographic segments perceive and interact with these services is crucial for improving customer experience and fostering greater adoption.

Design/Methodology/Approach: A survey-based approach was used to collect data from a diverse group in universities who use digital banking platforms. The survey explored factors such as ease of use, accessibility, security, and overall satisfaction. Demographic variables were analyzed to determine their effect on digital banking satisfaction. Statistical techniques like regression analysis were employed to identify significant relationships.

Findings: The study found that age, income, and education significantly influence digital banking satisfaction. Younger students and those with higher education levels reported higher satisfaction, particularly in relation to ease of use and accessibility. Income also played a role, with higher-income groups expressing greater satisfaction with advanced digital banking features, while security concerns were more pronounced among older customers.

Originality: This research uniquely focuses on how demographic factors shape customer satisfaction in the context of digital banking. While previous studies have explored customer satisfaction broadly, this study's specific focus on digital banking and demographic influences adds a novel perspective to the field.

Research Limitations/Implications: The study is limited by the sample size and geographical focus, as it only includes students from specific regions. Additionally, the rapid evolution of digital banking technologies means that the findings may be subject to change over time. Future research could expand the sample size and examine additional factors such as technological literacy and cultural influences.

Practical Implications: The findings can inform banks and financial institutions about the varying needs and preferences of different demographic segments. By understanding these differences, universities can tailor their digital banking services and marketing strategies to enhance user satisfaction and drive greater adoption.

Social Implications: By improving digital banking experiences across demographic groups, universities can contribute to greater financial inclusion, enabling a more equitable access to financial services and fostering trust in digital platforms, especially among underserved or older populations.

Keywords: Digital Banking, Customer Satisfaction, Demographic Factors, Age, Income, Education, Financial Inclusion, Survey Analysis, Technology Adoption, User Experience

Do Mergers Create Value? An Empirical Study between Merged and Non-merged Public Sector Banks in India

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ABSTRACT

Mergers and Acquisitions (M&A) are found instrumental for business expansion and growth. Weaker firms are preferred to be controlled by stronger one, rather to be perished not becoming a player in the competitive market. Entry of foreign companies in to the domestic market in India increased the competition and has put challenges for the small business houses to have survival and growth. The focus is on survival, growth and gaining competitive advantage which are achieved mainly through mergers and acquisitions & corporate restructuring. Business combination has become an alternative strategy which leads the business houses to go for mergers or acquisitions. Indian banking sector has been witnessing massive mergers during the last decade which increase the curiosity in the minds of researchers to find out the answer to whether mergers really create value for the acquiring bank.

This study is undertaken to justify whether mergers in Indian banking sector create value for the acquiring banks and increase the shareholder wealth. Researchers tried to find out the organic growth and inorganic growth witnessed by the anchor bank. Four merged public sector banks viz, SBI, Punjab National Bank (PNB), Bank of Baroda (BOB) and Canara Bank (CB) compared with four non-merged public sector banks viz, Indian Overseas Bank (IOB), United Commercial Bank (UCB), Bank of India (BOI) and Central Bank of India (CBI) are sampled for the study on the basis of market capitalization. The comparison is made taking eleven years time period with five years pre-acquisition and five years post-acquisition period and year of acquisition (-T5, 0, T+5). For validation of result, researchers made a comparative study between merged banks and non-merged banks. In the study, organic growth has been evaluated through liquidity and profitability analysis whereas inorganic growth is analyzed by standard event study methodology.

For liquidity and profitability analysis; Current Ratio, Advance to Deposit Ratio, NPA to Advance Ratio, Fixed Asset to Deposits Ratio and Capital Adequacy Ratio are used for analysis of financial results, while Operating Profit Ratio, Net Profit Ratio, Interest Coverage Ratio, EPS and Dividend Pay-out Ratio are used to analyze the profitability position. Standard Event Study is used with -200 days (-230 days to -31days) estimation window and ± 31 (-30, 0, +30) days event window to analyze the impact of Mergers on acquisition on Abnormal return. Besides, the researchers used the Altman Z-score to understand whether the acquiring banks to face the bankruptcy situation after merger and acquisition. It is found from the study that the financial and operational performance of merged public sector banks in post-acquisition period as compared to pre-acquisition is significant, but statistically not significant as compared

to non-merged public sector banks. Event study result shows Abnormal Return (AR) is not significant as indicated by *t*-statistic. However, Altman Z-Score of all merged public sector banks > 2.6, and hence found safe and less chance of bankruptcy. Overall analysis shows the impact of mergers and acquisitions on the growth of shareholders wealth is statistically insignificant.

Keywords*: Mergers and Acquisitions, event study, organic growth, inorganic growth, liquidity, profitability and Abnormal Return, Altman Z-Score*

Role of Green Finance in Promoting ESG Initiatives with Industry 4.0 Technologies

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ABSTRACT

In recent years, the convergence of Environmental, Social, and Governance (ESG) imperatives with Industry 4.0 technologies has reshaped sustainability practices across industries. This research article explores the transformative potential of green finance mechanisms—specifically green bonds, sustainable investment funds, and carbon pricing—in accelerating the adoption of ESG-aligned initiatives facilitated by Industry 4.0 advancements. By analyzing case studies and industry examples, this study aims to elucidate how these financial instruments, coupled with technological innovations such as IoT (Internet of Things), AI (Artificial Intelligence), and blockchain, enhance sustainability outcomes and drive systemic change.

From Profit to Purpose: The Green Finance Sustainability Revolution

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ABSTRACT

Banking is the backbone of the economy, paving the way for societal progress and sustainable development. Banks lead various initiatives that aim at promoting and practicing green programs such as green financing, clean energy, green innovation, and carbon trading to name a few. In today's era, financial institutions should not solely lend finances to companies based on monetary requirements but they must focus on lending to organizations that are aligned and committed to benefiting the environment and society at large. These organizations adopt the triple bottom approach, which focuses on creating a positive impact on the planet. There has been a growing and ever-increasing concern for environmentally sustainable practices to be adopted by businesses and this has led to various practices globally with green financing one of those. Green financing comes in various forms which comprise green bonds, green credit cards, green loans, green mortgages, and green banks. All of this plays a pivotal role in directing capital towards environmental sustainability. Furthermore, green finance is becoming more essential as it fosters the possibility of achieving the integration of Environmental, Social, and Governance (ESG) considerations into financing decisions. Since green finance offers financiers financial products that demand sustainable business practices, it has a domino effect of shaping industries' habits. Organizations are moving from profit to purpose to promote stakeholders' perspective including the environment which is different from the traditional approach of profit aimed at serving shareholders. It does not mean sacrificing the profit or the bottom line of the business but integrating the societal goals within the broad perspective and aligning those with the profits. It aims at balancing profit, people, and the planet which is known as the triple bottom line. To better understand how green finance functions as a catalyst for circular economy practices, this paper contemplates the various conceptual aspects of green finance. The purpose of this study is how green finance directs investments toward initiatives that mitigate climate change and solve environmental problems. Furthermore, the study aims to explore how green finance allows businesses and individuals to embrace environmentally sustainable practices that will lead to long-term economic growth, enhanced climate resilience, and the alignment of the financial systems with global sustainability targets. Organizations that are following and adopting green practices face many hurdles on their way to becoming green. This paper will also shed light on the various challenges faced by organizations and how to mitigate those challenges. The results of the study will help India transform into a low-carbon economy, foster innovation in renewable energy, sustainable agriculture, and clean technologies, and support India's pledge towards environmental and sustainable development. Finally, it offers useful suggestions for academia, practitioners, and regulators to adopt sustainable practices using green finance.

Keywords: Green Finance, Sustainability, Banking, Triple Bottom Line, Profit, Purpose

Impact of Blockchain and Banking Risk Management

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ABSTRACT

Banking is very important for any economy since it offers vital services including credit and loans, savings and investment among others. Different types of Banks include Commercial banks that serve retail clients as individuals require savings accounts and personal accounts; Cooperative banks that serve farmers and rural communities; Investment banks that tend to large corporations and high net worth individuals (HNIs); Foreign banks support import-export businesses and development banks for infrastructure projects. Banks are strategic players in the economy by facilitating the performance of their functions by providing liquid funds, maintaining the stability of the economy, and enhancing economic growth.

Banks contribute to financial liberalization by providing bank services to the hard-to-reach market hence enabling the growth of the mainstream economy. Banks assist the authorities in executing policies on monetary issues including influencing the amount of money in circulation as a means of managing inflation. Another area of their activity is to deliver digital banking services and promote the development of cashless societies which contributes to economic modernization and globalization. Banks are involved in creating wealth and a sustainable economy because they provide clients with money management services and help manage international commerce.

The implementation of the newest technologies into banking systems has emerged as a critical driver that can enhance organizational performance while minimizing risks. Once seen as the technology that underpinned virtual currencies such as Bitcoin, blockchain has more than just relevance to digital currencies and can provide practical solutions to numerous problems faced by banks.

Blockchain is a shared, immutable ledger designed to record transactions and track assets across a business network. Anything of value can be tracked and traded on the blockchain network. A blockchain is a distributed database, which is shared over a computer network. It stores information electronically in a digital format to make transactions secure. Blockchain consists of two parts, block, and chain where the block has information data (for instance, the specifics of a transaction) constructed from it, date, and the hash value of the preceding block. The word chain refers to connecting the blocks sequentially from one to another thereby forming a chain. Blockchain provides decentralization by linking a single node to several other nodes (computers) taking part in the ledger and uses consensus mechanisms to ensure that transactions occur through the utilization of scripts such as Proof of Work or Proof of Stake. Ledgers are immutable because the addition of a block creates immutable data, there is no way of changing such data except by changing all subsequent blocks.

Risk is inherent in the banking industry, and the amount of risk determines the capacity of banks, their ability to provide credit facilities, their returns, and the

steadiness of the national economy. Banks must be able to manage the risk that emanates from the default of the borrowers. In addition to this, banks also face operational risk, data risk, liquidity risk, interest rate risk, etc and each of these risks needs to be managed separately.

Blockchain sustains operational risks; reducing the possibility of fraud due to the transparency of the procedure. Blockchain provides banks with up-to-date and real-time data about the creditworthiness of the borrowers which will enhance the decision process. In the same way, possible market risks are eliminated since the use of blockchain in settlement decreases the chance of manipulation of interest rates and offers real-time data on market activities. The use of blockchain may optimize and simplify banking risk management and operations in the digital era by preventing fraud and promoting compliance and liquidity. Further advancement and implementation of blockchain mechanisms along with the refinancing of current banking structures will be crucial to the advancement of risk management systems for banking organizations.

The objective of this study is to explore the crucial role of blockchain in managing and reducing the risk faced by banks. The study will also explore the challenges faced by banks in the adoption of blockchain technology due to multiple reasons. Finally, the study will offer suggestions for the successful implementation of blockchain among banks for risk management

Development of Reporting Model for Green Accounting & Practices for Corporate Sustainability

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ABSTRACT

One of the critical challenges of accounting is managing disclosure practices of environmental, social, governance, and cash flow of environmental activities of the companies. This research focuses on environmental disclosure practices. Environment disclosure practices are improving the environmental performance for the corporate sustainability of the company. Green Accounting is gearing up for growth, transparency, and material information to the stakeholders, investors, lenders, etc. The main aim of the study is to determine the cash flow of environment performance and develop the GAR Model to provide transparent disclosure of material information. The GAR Model is required to make long-term business resilience in the Indian security market more efficient and liquid. In the current research work to develop the GAR model, the responses were gathered from respondents from companies and non-working professionals, with 179 respondents. The multiple regression models were made for contents to be added to the GAR model and requirements for the model with the benefits of the model. By using the multiple regression method with SPSS software, a model for transforming the accounting practices is developed with the major components required for disclosure, major benefits, and suggestions for improving GAR practices that can guide the future disclosure of the green accounting behaviour of companies for taking the benefits and minimising the limitations. The green accounting and reporting model developed revealed that there is a requirement for environmental policy and Standards & Guidelines of the Environment, which can be incorporated with the individual companies Environment Management System as a requirement by investors for conserving the environment. Not only that, the waste must be reduced, recycled, and reused to reduce carbon monoxide and environmental noise protection. If this is to be possible, then only the motives of the green environment will be achieved. The GAR Model will provide the benefits of resolving uncertainty and reducing business risk for companies, simultaneously improving the efficiency of the accounts payable and receivable process and identifying the cash flow of environment performance. To achieve the goal of its long-term sustainability and sustainable future, it must compare environmental costs and benefits that can be reflected in its green accounting reporting.

TRACK 4: PRODUCTION AND OPERATIONS MANAGEMENT

Principal Component Analysis for House Prices in India

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ABSTRACT

This paper presents an application of PCA regarding house price prediction in India. It adopts a study methodology driven by considering some basic factors such as the number of bedrooms and living area, proximity to schools, distances from airports, and several other influential variables, trying to reduce the dimensionality while holding most of the critical information available in the dataset. PCA is powerful in decreasing complex datasets, improving the accuracy of the model, and delivering insights into primary factors across regions of India that influence house prices.

Exploring the Antecedents of Organizational Performance: Analyzing the Role of Big Data Analytics and Various Functional Capabilities

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ABSTRACT

Purpose: This study seeks to examine the factors that influence organizational performance by analyzing the relationship between an organization's functional competencies and its big data analytics capabilities.

Design/methodology/approach: An exploratory study approach was used to gather data from 200 employees from India in various Information and Technology (IT) service organisations through judgement and snowball sampling techniques in order to test the suggested model. Structural Equation Modelling (SEM) was utilised to analyse the data.

Findings: The results of the structural equation modelling (SEM) investigation show that the performance of organisations is significantly impacted by big data analytics capabilities.

Originality: The study offers insightful information to tech companies that operate in a single nation, emphasising how the local environment greatly affects their competitiveness and success.

Research limitations/implications: This research study examines trends, obstacles, and tactics specific to the Information & Technology (IT) service industry with the sole goal of offering useful insights to these organisations and consists of limited sample size.

Practical implications: According to this study, companies that use big data analytics expertise do better overall, particularly in their operations. Businesses can improve their strategic direction by making better-informed, data-driven decisions by utilising big data.

Social implications: The social ramifications of using big data analytics and functional capabilities to investigate the causes of organisational success are related to the potential societal effects of these technologies.

Keywords: Big Data, Big Data Capabilities, Big Data Analytics, Organizational Performance

Assessing Student behaviour and Food Waste Awareness through Eye-Tracking: A Sustainable Approach to Reducing Food Waste

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ABSTRACT

Purpose: Minimizing our environmental footprint and optimizing resource utilization are pressing concerns facing contemporary society. Food is one of those resources, and food waste has environmental, social, sustainable and economic impacts. Minimizing food loss and waste is essential for cutting down production expenses, boosting food system effectiveness, enhancing food security and nutrition, and fostering environmental sustainability. Despite these imperatives, Indian households discard an average of 50 kg of food per person annually. Commercial and retail food businesses, especially university dining halls, contribute significantly to the massive volume of food waste generated. Each year, food waste generated in India is estimated at nearly 68.7 million tons. Food waste results in significant economic losses, and also it has substantial environmental and sustainable consequences. Food waste is most common in university messes, which are essential places for food consumption for students. Behavioural change and dining facilities improvement may lead to a reduction in food wastage. Behavioural changes can be brought through poster messaging campaigns. Messaging campaigns, such as poster displays, can effectively educate students about the environmental implications of their actions, thus potentially modifying behaviour. The campaign makes students aware of the link between their actions and the environmental implications of those actions. Therefore, the current study aims to gauge the change in students' consumption behaviour after viewing the poster display about awareness campaigns and, ultimately, the reduction in food wastage due to these campaigns leading to a sustainable consumption.

Design/methodology/approach: The study was conducted in two phases. In phase one student's plate waste data was collected without any campaign. In the second phase student's plate waste data was collected during the campaign. The data were collected for the lunch food waste on all days from 12: 30 PM to 2: 30 PM with the help of canteen staff. The time duration for both the phases is 5 weeks. The campaign poster were designed by the professionals for the education campaign and pasted strategically on the walls of dining hall in phase two. The study involves the collection of eye-tracking data as well as quantitative data obtained via questionnaire which is developed to measure the construct of the proposed framework.

The students were asked to wear the imotion wearable glasses while doing lunch. I motion wearable glasses are eye tracking glasses which captures the eye ball movement while being mobile. The imotion wearable glass gauges the attention of students on the stimuli that is campaign poster. Three Area of interest (AOIs) were

marked on the campaign poster – Pictorial message, Verbal message, and Verbal message at the top for capturing the visual attention data. Fixation duration and Fixation count metrics are used for gauging the visual attention on the campaign poster.

The quantitative data was collected via questionnaire.

Findings: The result shows that plate shape and size, food taste and moral norm are positively related to intention not to waste food. The result also shows that there was significant reduction in food waste after the campaign.

Originality: The study focuses on the factors influencing the food waste reduction in the university mess when a campaign is employed. The collection of data from both quantitative questionnaire and eye tracking is a key strength and novel contribution of this work.

Research limitations/implications: The campaign was limited to poster presentation for creating awareness; future research can extend the campaign to understand the impact of different types of campaign including digital campaign.

Practical implications: The findings have significant implications for both academics and industry experts. The mix method, quantitative questionnaire and eye tracking emphasizes the significance of educational campaign on food waste in university mess.

Social implications: The universities should strengthen the food waste belief attitude by creating an atmosphere of responsibility among students. The awareness should not be restricted to posters only but can be extended to college street plays, digital displays in the mess, weekend activities on reduction of food wastage such as poem writing and slogan writings. This will help students generate awareness among them and encourages them to develop habit of not wasting the food

Keywords: Food waste, Poster Campaign, Eye-tracking, Food sustainability.

Prioritization of Challenges in Waste Management Systems Using Interpretive Structural Modelling (ISM): A Strategic Approach for Sustainable Solutions

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ABSTRACT

Purpose: The primary objective is to prioritise the challenges in waste management systems using Interpretive Structural Modelling (ISM). The study seeks to identify the most critical obstacles hindering efficient waste management and develop a hierarchical model that explains how these challenges interact with each other. The goal is to provide strategic insights for optimizing waste management practices, ultimately contributing to sustainability and environmental protection.

Design/methodology/approach: The research employs Interpretive Structural Modelling (ISM), a qualitative systems modelling technique, to structure and prioritize the challenges in waste management. Initially, an extensive literature review and expert interviews were conducted to identify key challenges. Using ISM, the relationships between these challenges were mapped, and a hierarchical structure was developed. A structural self-interaction matrix (SSIM) was then transformed into a reachability matrix, which helped categorize the challenges into different levels based on their influence and dependence on other factors.

Findings: The ISM analysis revealed that challenges related to governance and regulatory frameworks are the most fundamental, influencing other operational and technological issues. Public awareness and participation emerged as another critical area that, although dependent on other challenges, plays a pivotal role in the success of waste management systems. The hierarchical model suggests that addressing governance and public engagement first would have a cascading effect on resolving infrastructure, financial, and technological challenges.

Originality: This study offers a novel application of ISM to waste management, providing a comprehensive prioritization of challenges. By integrating insights from expert interviews and qualitative modelling, it goes beyond existing research that typically focuses on isolated challenges. The hierarchical structuring of challenges provides a more strategic approach to problem-solving in waste management, making the findings actionable and applicable to various contexts.

Research limitations/implications: The study's main limitation is the reliance on qualitative data, which might introduce bias due to the subjective nature of expert opinions. Future research could enhance the model's robustness by integrating quantitative data or by using other decision-making techniques like Fuzzy AHP. Further studies could also apply this model to specific waste streams or regions to validate its scalability and adaptability.

Practical implications: The findings offer practical recommendations for policymakers and municipal authorities to focus on addressing governance and public engagement issues first. The hierarchical model can serve as a decision-support tool to help prioritize resource allocation and policy development. Additionally, waste management companies can use the model to streamline operations by targeting critical bottlenecks.

Social implications: By addressing the root challenges of waste management systems, this research contributes to sustainable urban development and public health improvements. Efficient waste management reduces environmental pollution, mitigates public health risks, and fosters a more sustainable use of resources, aligning with global sustainability goals such as the UN SDGs.

Keywords: -Waste management, - Interpretive Structural Modelling (ISM), - Operational efficiency, - Sustainability, - Challenges in the waste management system, - Hierarchical structuring

Mission Shakti: A path towards Sustainable Livelihood and Social Entrepreneurship

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ABSTRACT

Research Objective: In these days, where United Nations created Sustainable Development Goals (SDGs) which are critical call for action by all the developing as well as developed countries but in India, Odisha's government initiative, Mission Shakti, a program existing for more than 20 years aiming for Sustainable Livelihood, women empowerment and poverty alleviation of underprivileged women by Self-Help Groups through different income generating activities and ultimately social entrepreneurship. This paper has attempted to examine the Mission Shakti program in building Sustainable Livelihoods and promoting social entrepreneurship.

Methodology: A framework showing relationship between dependent and independent variables has been developed. Also, hypothesis has been constructed. Both primary and secondary data has been used for a comprehensive analysis such as Chi-Square test. The primary data has been collected through a structured questionnaire distributed to the self-Help Groups of selected districts of Odisha.

Major Findings: It has been found that the program indeed a revolutionary initiative by the state government to overcome the poverty and become a path towards Sustainable Livelihood and Social Entrepreneurship. The study has some limitations. Besides it might help the researchers, policy makers and local authorities who are involved in the concerned area to broaden the sphere in a possible way as to ensure the sustainability of any given project.

Keywords: Mission Shakti, Self-Help Group (SHG), Sustainable Livelihood, Social Entrepreneurship.

Analysing the Impact of Automation on Sustainability in the Various stages of Production in the Apparel Industry

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ABSTRACT

Purpose: Objective of the paper is (i) to understand the role of automation enhancing sustainability in various phases of production in the Apparel Industry, namely pre-production, production and post production. (ii) Measures of parameters for sustainable goals in various phases of production. (iii) Compare EU/Scandinavian nations with Indian manufacturers scenario.

Design/methodology/approach: Field visits were made to apparel manufacturers in the Delhi NCR region and a qualitative questionnaire-based interview was conducted with the 5 owners, 5 designers, 5 merchandisers and 25 factory workers to understand their perspective on Automation enhancing sustainability in various phases of production in the Apparel Industry in India. Qualitative content analysis has been carried out for the findings observed.

Findings: The study reveals that the Indian apparel manufacturers are lagging behind the west in terms of sustainable production (high carbon emission, waste dumping in landfills, low wages to the laborers, and more). Although few companies lead by example in India, still the number is far less.

Originality: The authors through their research are trying to create a roadmap for small-medium-large apparel manufacturers to enhance sustainability through automation in various phases of production in the Apparel Industry in India.

Implications

Practical implications: The paper can educate the Indian apparel manufacturers and dealers on the significance of sustainable fashion, the inclination of the Generation-Z customers (contributing to 40% of the global customer base in 2020) towards sustainable fashion, the gap between Indian and international apparel manufacturers and thereby encourage them to go sustainable.

Social implications: The third-biggest manufacturing sector in the world, the fashion industry can have a big impact on social and environmental development because of its unsustainable methods. The fashion industry and the communities it serves can benefit socially from sustainable fashion via fair wages and safe working conditions, economic stability, environmental education and diversity and inclusion.

Keywords: Automation, Sustainability, Apparel Industry, Fast Fashion, India, SDGs

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Strategic Planning for Circularity in a B2B Firm Using Digital Technology

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ABSTRACT

Purpose: This study explores the integration of strategic planning with sustainable digital transformation initiatives in core Business-to-Business (B2B) industries.

Design/methodology/approach: The study employs the Gioia methodology, renowned for its rigorous approach to qualitative research. We developed a data structure by organising and categorising data in a structured manner to facilitate analysis. This study uses triangulation by combining data from a Systematic Literature Review, grounded with interviews of managerial-level professionals from distributors, small and medium ancillaries in core B2B industries (such as automotive, power, cement, and OEM industrial automation), and bibliometric analysis using VOS viewer of Scopus Indexed journals and Web of Science (WoS). This triangulation helps identify first-order and second-order constructs and aggregate dimensions, which we have used to develop a conceptual framework. The conceptual framework, derived from these aggregate dimensions, emphasises a multi-level approach to achieving circularity.

Findings: The conceptual framework suggests that achieving circularity in a B2B firm requires three levels of transformation: aligning the company's mission and vision with circularity and sustainability norms, deploying strategic plans across various departments, and continuously assessing and analysing Key Performance Indicators (KPIs). At the first level, top management aligns the company's mission and vision with circularity and sustainability norms and formulates vertical and horizontal deployment strategies. The second level involves deploying strategic plans across departments such as production, supply chain, service, and human resources, transforming the firm's internal environment. The third level focuses on assessing and analysing KPIs, providing prescriptive intelligence to the first level, and creating a feedback loop for continuous improvement and adaptation. Additionally, the study proposes a framework for standardised measurement and metrics to assess circularity, developed using the same Gioia methodology. Together, these frameworks provide a holistic approach to strategic planning for circularity by ensuring the alignment of strategic initiatives and the ability to measure and track progress effectively.

Originality: This research provides a comprehensive approach to strategic planning for circularity by integrating two frameworks: one for aligning strategic initiatives and another for standardised measurement and metrics. This dual-framework approach is unique in its ability to ensure strategic alignment and effective progress tracking. The framework is grounded in the Dynamic Capabilities Framework, which underscores

the importance of sensing, seizing, and transforming capabilities to achieve sustainable competitive advantage.

Research limitations/implications: The study is limited to interviews with managerial-level professionals from specific B2B industries. Future research could explore the application of the proposed frameworks in different industry contexts to validate and refine them further. The research emphasises the need for constant observance in the face of rapid digital transformation and the importance of staying alert and prepared for the changes it brings. Future studies could explore the application of the Analytic Hierarchy Process (AHP) to prioritise strategic initiatives and Interpretive Structural Modelling (ISM) to understand the interrelationships among these initiatives in different industry contexts to validate and refine the proposed frameworks. Additionally, further research could investigate how circularity initiatives directly contribute to reducing carbon footprints and combating climate change.

Practical implications: The frameworks proposed in this study can be used by managers in B2B firms to strategically plan for circularity strategically, ensuring sustainable practices are integrated into their operations and effectively measured. By aligning the company's mission and vision with circularity and sustainability norms, deploying strategic plans across various departments, and continuously assessing and analysing KPIs, firms can create a dynamic feedback loop that encourages continuous improvement and adaptation. This approach ensures that internal and external transformations are interconnected, promoting resilience and long-term sustainability. Managers can focus on strategic alignment, cross-departmental deployment (like the Supply Chain and Sales department), continuous assessment, feedback loops, and innovation to effectively guide their firms through the transformation process.

Social Implications: This research promotes circularity and sustainability, contributing to reducing carbon footprints and combating climate change, thereby having a positive social impact. The proposed frameworks may also help the firms achieve net zero emissions targets by promoting sustainable practices that reduce waste and enhance resource efficiency.

Keywords: Circularity, Strategic Planning, Digital Transformation, Sustainability, Climate Change, B2B Industries, Gioia Methodology, Standardized Metrics, Continuous Improvement, Cross-Departmental Collaboration, Feedback Loop, Managerial Role, Dynamic Capabilities

Evaluating the Impact of Regulatory and Policy Frameworks on Sustainable Supply Chain Management in the National Capital Region (NCR) of India

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ABSTRACT

Sustainable Supply Chain Management (SSCM) is imperative for modern enterprises, encompassing environmental, social, and economic dimensions. In the Indian National Capital Region (NCR), rapid urbanization and mounting environmental pressures highlight the critical need for comprehensive regulatory frameworks to guide SSCM practices. This research critically examines the influence of key environmental regulations, such as the Environment Protection Act and Waste Management Rules, on SSCM in the NCR, with a concentrated focus on small and medium enterprises (SMEs) due to their significant economic contribution and distinct compliance challenges.

Adopting a mixed-methods approach, this study integrated semi-structured interviews with stakeholders, including government officials, business leaders, and NGO representatives, alongside quantitative analyses of regulatory documentation and industry reports. This triangulated methodology enables a rigorous evaluation of the regulatory landscape's effectiveness and identifies specific obstacles SMEs face, including resource limitations, regulatory complexity, and a lack of awareness regarding sustainability imperatives.

The findings reveal that while environmental regulations are essential in promoting sustainable practices, SMEs encounter substantial barriers to compliance. Moreover, the growing importance of consumer expectations and stakeholder engagement emerges as a key driver of sustainability efforts. The study offers several evidence-based recommendations, including the simplification of regulatory guidelines, tailored support for SMEs, and enhanced collaboration between governmental entities, industry, and civil society to optimize the regulatory framework's capacity to advance SSCM.

This research provides critical insights for policymakers and stakeholders aiming to strengthen regulatory frameworks that promote sustainability across supply chains, with a particular emphasis on addressing the unique challenges faced by SMEs.

AI's Impact on Carbon Footprint Reduction

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ABSTRACT

Growing consumer knowledge of products' carbon footprints is a result of growing environmental concerns. This research paper looks into how consumers' purchasing decisions and behavior are affected by their awareness of their carbon footprint. Using a mixed-methods approach (primary and secondary research), the research investigates how a product's carbon emissions impact consumers' purchasing preferences and behaviors through surveys and interviews with a wide range of consumers. The study looks at how consumers' perceptions and loyalty to brands are affected by their awareness of items with reduced carbon footprints and if they are prepared to pay more for them. The results show that a considerable percentage of consumers, with substantial differences between product categories and demographic groups, view information on carbon footprint as a crucial element when making purchases. The study sheds light on how sustainability and transparency affect customer behavior and offers advice to companies looking to match their operations with green principles. The findings deepen our understanding of how consumer behavior and environmental consciousness interact, and they have consequences for marketing plans and the creation of laws that encourage sustainable purchasing.

Integrating Technology for Sustainable Farming Practices in Indian Agriculture

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ABSTRACT

Purpose

The purpose of this study is to understand the awareness of Indian farmers regarding various agricultural technologies that can enhance their farming practices. These technologies have the potential to increase efficiency, lower production costs, and improve overall productivity. The study will explore some key questions:

1. If farmers are unaware of these technologies, what factors play role to this lack of awareness?

2. For those who are aware, what reasons prevent them from utilizing these technologies?

3. Among farmers who have adopted these technologies/devices, what specific benefits have they experienced that positively impact their farming operations?

By addressing these questions, the study seeks to highlight the challenges and benefits related to the adoption of agricultural technologies among farmers in India.

Design/methodology/approach: A questionnaire was developed for farmers, focusing on various factors related to technology and devices. The survey aimed to assess how these technologies contributed to process improvement and time management. During the survey, audio responses from the farmers were recorded to facilitate qualitative analysis and thematic insights, allowing for a deeper understanding of their pain points and aiding in the refinement of the survey design.

Additionally, data was gathered from public sources regarding the technologies and devices utilized in agriculture. This data included information on how these technologies related to resource management, time management, cost management, and process improvement.

Findings: The findings from the surveys, interviews, and data sources indicate that many farmers in the Pune region of Maharashtra, India, do not utilize advanced technology. Key reasons for this include the high costs of the devices, skepticism about the return on investment, peer influences, and a lack of knowledge and awareness regarding government policies. Additionally, there is a notable absence of success stories among farmers who have adopted these technologies, which may further discourage others from making the investment.

Originality: The survey of farmers was conducted in 2024 using a structured questionnaire. Alongside the survey, interviews were also recorded with the same set of questions to gain a deeper understanding of the various factors that restrict their use of technology and devices. Additionally, parameters related to land area were included to provide further context to the findings.

Research limitations/implications: A survey of farmers in the Pune region of Maharashtra, India, was conducted, focusing on two to three specific areas. The number of respondents was limited to approximately 80 to 100 individuals.

Practical implications: Decisions based on technology can significantly enhance farmers' efficiency, resource management, and cost management. To improve awareness of policies and available technologies, informative flyers in regional languages can be distributed by the organizations. These flyers will include images to facilitate easier understanding and adaptation of the technologies and devices among the farmers.

Social implications: Upgrading to these technologies and devices will improve the quality of fruits and vegetables and increases their life time. Additionally, farmers can lower their use of pesticides and grow fruits and vegetables naturally, benefiting the overall health of consumers.

Linking Public Sector Enterprises' CSR funding to Indian Universities' Community Development Projects through Blockchain Framework

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ABSTRACT

Purpose: This study explores the potential of linking Corporate Social Responsibility (CSR) funding from Public Sector Enterprises (PSEs) to community development projects coordinated by Indian universities through blockchain technology. The objective is to ensure transparency, accountability, and efficient resource allocation in CSR initiatives while fostering partnerships between Indian universities and industries for societal benefit.

Research Design: In this work an attempt has been made to develop a conceptual model to assess how blockchain can enhance the execution of community development projects under the mentorship of Indian Universities.

Findings: The research indicates that blockchain can improve transparency, tracking, and reporting in CSR funding, ensuring that resources are utilized effectively in community projects. The collaboration between Indian universities and PSEs, mediated through blockchain, has the potential to enhance trust and lead to more impactful community interventions. Additionally, blockchain's immutable records can simplify auditing and compliance for CSR activities.

Originality: This study is among the first to propose a blockchain-based framework for linking CSR funds to university-led community development initiatives. It highlights an innovative intersection between technology, public sector enterprises, and universities, addressing gaps in transparency and accountability in CSR practices.

Research limitation: The research is limited by the nascent adoption of blockchain technology in CSR practices and may face resistance due to a lack of technical expertise among stakeholders including Public Sector Enterprises and Indian universities.

Practical implication: The integration of blockchain can streamline CSR processes, enabling PSEs to allocate funds more efficiently and with greater confidence in project outcomes. Universities, in turn, can benefit from consistent funding for community development, while also enhancing their role as agents of social change.

Social implication: By fostering greater collaboration between PSEs and Indian universities through blockchain, this model has the potential to lead to more sustainable and effective community development projects. It can address social issues such as education, healthcare, and rural development by ensuring that resources are directed to where they are most needed.

Keywords: Corporate Social Responsibility (CSR), Public Sector Enterprises (PSEs), Blockchain Technology, Community Development Initiatives, University-Industry Collaboration.

Enhancing Resilience in Humanitarian Supply Chains: A Kraljic Matrix Scorecard Approach

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ABSTRACT

Purpose: Humanitarian organizations function on several dimensions, which means the unplanned aspect of humanitarian exposure can derail their delivery of support in various ways. A Kraljic Matrix-based scorecard that could help evaluate risks and benefits of materials dependency for humanitarian organizations would go a long way toward helping these organizations make better decisions in times of crisis, while delivering support when it is actually most needed.

Design/Methodology/Approach: To achieve our objectives, this research systematically designs a scorecard based on the Kraljic Matrix. This matrix classifies materials into four distinct quadrants: Strategic, Leverage, Bottleneck, and Non-Critical. This classification is vital for understanding the unique impacts different materials have on supply chain resilience, guiding organizations in making informed procurement choices. Key parameters for our scorecard includes factors such as flood-prone areas, the number of suppliers available, historical delivery performance, and lead times. These elements are essential as they directly influence supply risk assessments, enabling organizations to prioritize the materials most crucial for effective humanitarian operations.

To validate our scorecard design, we are distributing a survey among professionals working in humanitarian supply chains across various organizations. This survey gathers insights on decision-making processes, supplier relationships, and the specific challenges faced when sourcing materials during crises. By analyzing these responses, we aim to ensure that our scorecard is not only practical but also adaptable to the unique contexts in which these organizations operate.

Findings: Our preliminary findings indicate that using the Kraljic Matrix scorecard significantly enhances the humanitarian supply chain's resilience in several ways:

For instance, it helps organizations identify which materials to bucket to show what items could potentially expose them more to risk. The advanced warning allows organizations to prepare in advance for the potential issues they may face and develop contingency plans and plans before a crisis strikes.

It optimizes resources, as the focus is put upon high-impact inputs in profit margins; this allows an organization to make more pertinent use of its resources-hence, it focuses on the primary requirements for the material, which is especially important in humanitarian action where time is everything.

This framework calls organizations to prepare contingency plans for strategic and bottleneck materials. Being prepared with these plans will help the organizations

respond as needed and efficiently should something unexpected arise in ensuring that operations keep moving.

To Inform More-Informed Decisions Insights from our survey provide important background on the challenges within humanitarian supply chains. That information should better support the development of decision-making strategies that actually build more resilience based on experience rather than assumptions.

Originality: This study is unique because it introduces the Kraljic Matrix into humanitarian supply chain management. While the Kraljic Matrix has found its place in commercial supply chains, it develops a new way in which resilience can be improved, with humanitarian contexts emphasizing strategic sourcing and risk mitigation in building resilience through the integration of theoretical concepts into practical application of addressing the complexities inherent in humanitarian operations.

Research Limitations/Implications: This study does face some limitations. First, the reliance on survey data might introduce bias, as responses could reflect personal views instead of organizational realities. Secondly, the research is confined to specific humanitarian organizations, which may not fully represent the broader dynamics of the sector. While the scorecard is designed to be flexible, its effectiveness might vary depending on the unique challenges faced by different organizations in various contexts.

Practical Implications: From a practical point of view, the Kraljic Matrix scorecard is far from being just a theoretical tool. It can be used at least on a day-to-day basis in humanitarian organizations to help them evaluate supply risks and understand profit impacts. Such a scorecard empowers an organization to improve procurement strategies and make smarter decisions with the allocation of resources. It means that any humanitarian organization will have better preparation for crises and be able to have better responses. This proactive approach can help organizations come to a mindset of strategic thinking and preparedness, arming them with confidence and resilience to carry out the unpredictable humanitarian work.

Social Implications: Understanding and addressing supply risks not only leads to more effective humanitarian responses but also ultimately benefits vulnerable communities. The insights derived from this research can strengthen supplier relationships, ensuring timely and effective aid delivery—an essential component during emergencies.

Keywords: Humanitarian Supply Chain, Kraljic Matrix, Scorecard Development, Supply Risk Assessment, Profit Impact, Survey Insights, Operational Resilience, Strategic Sourcing.

Optimizing Operational Efficiency in Train Ticket Booking Systems: A Comparative Analysis Across 2AC, 3AC, 3E and Tatkal Services

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ABSTRACT

Purpose: The Indian Railway Catering and Tourism Corporation (IRCTC) offers various online platforms for passengers to book train tickets across different classes, including air-conditioned (AC) classes such as 2AC, 3AC, and 3E. Operational efficiency in these booking processes is critical, particularly during peak times and for Tatkal bookings, where users face limited availability and high demand. This research examines the operational efficiency of booking platforms by studying user experiences across different AC classes and the Tatkal system. The objective is to identify pain points and areas for improvement from an operations perspective.

Design/methodology/approach: Data collection involved both primary and secondary sources. Primary data was gathered via a questionnaire distributed to users who frequently book tickets in AC classes (2AC, 3AC, and 3E) through various booking platforms. The sample size consisted of 42 respondents (primarily collected for checking reliability), and the questionnaire utilized a Likert scale (1-5) to measure user perceptions on booking efficiency, platform performance, and experiences with the Tatkal system. Secondary data was obtained from official IRCTC reports, providing insights into Tatkal booking trends, success rates, and system performance metrics during peak hours. The data reliability was assessed through internal consistency checks using Cronbach's alpha.

Findings: Booking Platform Usage: 60% of respondents used the IRCTC website, 25% used the IRCTC mobile app, and the remainder relied on third-party apps like IXIGO Trains, MakeMyTrip, and Rail Yatri.

Tatkal Booking Issues: 70% of respondents encountered frequent issues during Tatkal bookings, with 2AC having a lower success rate than 3AC and 3E.

Efficiency Comparisons by Class: 3E showed the highest availability and the fewest booking issues, followed by 3AC. Booking for 2AC was more challenging due to higher demand and slower platform processing times.

User Satisfaction: The overall satisfaction rate for booking experiences was moderate (3.5/5), with respondents expressing significant frustration over the Tatkal system, particularly for 2AC bookings.

Originality: This study provides a unique focus on the specific challenges associated with AC classes (2AC, 3AC, 3E), offering insights into differentiated user experiences and platform performance. It provides a granular analysis of Tatkal booking inefficiencies, with 2AC having the lowest success rate, and includes primary data from frequent travelers. This research also compares the performance of multiple platforms, providing valuable insights into third-party app functionality versus the official IRCTC platform. Additionally, it introduces operational efficiency metrics specific to AC classes and Tatkal bookings, such as platform speed, success rates, and downtime during peak hours.

Research limitations/implications: The study has several limitations, including a small, regionally focused sample size and reliance on self-reported data, which may introduce bias. The study's focus on AC classes excludes comparisons with other categories like 1AC and Sleeper Class. Furthermore, the short study period may not capture variations in booking patterns during peak seasons. Future research should expand the sample size, explore technical aspects behind booking inefficiencies, and examine AI-driven solutions. Comparative studies with international railway systems and longitudinal research could provide deeper insights into enhancing India's railway ticketing system.

Practical implications: The findings offer actionable recommendations for improving operational efficiency in booking AC train tickets, particularly for Tatkal bookings. Suggested improvements include optimizing server load during peak hours, enhancing backend processes for faster booking times, and redesigning user interfaces for a smoother customer experience. Increasing quotas for high-demand classes like 2AC and implementing dynamic pricing could help better manage ticket availability. Collaborations with third-party platforms and policy reforms by Indian Railways, such as expanding AC coaches and improving Tatkal infrastructure, would improve service reliability, user satisfaction, and system efficiency.

Social implications: Enhancing operational efficiency in booking AC train tickets, particularly for Tatkal, has significant social implications. Improved ticket availability benefits frequent travelers and economically disadvantaged groups by reducing booking inefficiencies and system glitches. This leads to reduced travel stress and increased public trust in railway services. The study's findings promote digital inclusion by encouraging broader use of online platforms and enhancing accessibility. Additionally, improved Tatkal availability results in cost savings for travelers, while better platform performance supports sustainable travel and reduces economic inequalities by making train tickets more accessible.

Keywords: Operational Efficiency, AC Classes, Train Ticket Booking, Tatkal Booking, IRCTC, 2AC, 3AC, 3E, Digital Platforms, User Satisfaction, Booking Success Rate, Quota Management

Impact of Gender Dynamics on Decision-Making in Operations and Supply Chain: A Behavioral Study in Indian Industry

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ABSTRACT

Purpose: The purpose of this study is to examine the impact of gender dynamics on decision-making behaviors within the operations and supply chain sector in India. By exploring the differences in how men and women approach decision-making in high-pressure environments, the study aims to uncover key behavioral patterns that influence operational efficiency. The insights gained will contribute to a better understanding of gender-related factors in supply chain management and help organizations improve their decision-making processes and collaboration within diverse teams.

Design/methodology/approach: This study employs a questionnaire-based approach to collect data from professionals working in operations and supply chain roles across various Indian companies. The data is being gathered from both men and women to analyze their decision-making behaviors and the impact of gender dynamics in the workplace. Statistical tools will be used to compare and analyze the behavioral patterns of the respondents, with the aim of identifying key trends and differences. The findings will provide insights into how gender-related factors influence decision-making in operational environments.

Findings: The study shows us that how Behavioural changes affect the operations and supply chain management and inventory-decision making:

- According to gender dynamics in workplace the factors like biases, preferences and heuristics has to be explored more. The decision-making process in men and women varies according to the support of the organization.

- With the advancement of technology and cultural variations the study focuses mostly on two-party relationships, ignoring the complexities of larger and multi-level global supply chains.

- The study shows the impact on gender and power dynamics. It shows how the roles influence in decision-making process.

- With the high-pressure work environment, there are high chances where workers can make errors which leads to inaccuracies in supply chain management.

- The advancement of technology like AI should be take into consideration, which can help in reducing human errors in decision-making, and improves workforce

well-being by reducing the workload, and contributing sustainability in operations management.

Originality: The research focuses on gender dynamics in behavioural operations and supply chain management, specifically the impact of gender-related factors on decision-making behaviour and worker behaviour in high-pressure environments. This study is original in its focus on the Indian context, examining the cultural variations and biases present in the decision-making processes of men and women in operations and supply chain roles.

Research limitations/implications: This study is subject to several limitations. First, the data is being collected from a limited number of Indian companies (approx. 50 companies), which may not fully represent the broader global operations and supply chain sector. Additionally, the study relies on self-reported data through questionnaires, which could be influenced by personal bias or inaccurate responses. The focus on gender dynamics may also oversimplify other important factors such as organizational culture, experience level, and external market pressures, which could also impact decision-making. Lastly, while the study aims to analyze behavioral differences, it does not account for long-term organizational impacts or changes over time.

Practical implications: With the growing emphasis on leadership and diverse decision-making, understanding gender dynamics will help companies to optimize operations and supply chain management. By following cultural diversity, it can enhance teamwork which ultimately helps in contributing in sustainable and inclusive operations and supply chain management.

Social implications: The study emphasizes the broader societal implications of human behaviour in supply chain management. Key social implications include:

- By understanding how cultural diversity impacts collaboration and decision-making, Indian organizations can have a better global partnership and reduce conflicts which leads to have a harmonious international supply chains at global level.

- By promoting gender equality in operations management roles can influence risk-taking and decision making in positive light by breaking the stereotype and encouraging more diverse leadership.

- Highlighting the impact of sustainability and understanding the impact of taking eco-conscious decision-making which brings the positive change.

- By emphasizing the importance of having a well-managed workload in operations and supply chain performance, organizations can achieve great efficiency. This efficiency, contributes to have a more sustainable and ethical supply chain.

Keywords: Behavioural Operation Management, Decision-making Process, Supply-chain decision-making process, Cognitive biases, Cultural diversity, Gender dynamics, AI, Worker behaviour, Workforce wellbeing.

Sustainable Supply Chain and Scope 1, 2, and 3 Emissions reduction in an Academic Institution

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ABSTRACT

Purpose: The objective of this research is to implement sustainability in the supply chain operations of an academic institute, by identifying strategies to reduce environmental impact of those academic operations. We aspire to target the reduction of scope 1, 2 and 3 emissions and thus enhancing the operational efficiency with sustainability.

Design/methodology/approach: We implemented a mixed-method approach, which consisted of a comprehensive literature review and academic institutions case studies that have implemented sustainable supply chains. We collected quantitative data on emissions and studied the impact of various interventions in reducing Scope 1 emissions including direct emissions, Scope 2 including indirect emissions from purchased energy and Scope 3 including indirect emissions from procurement, commuting, and waste. Interviews with sustainability officers were conducted to gain insights into best practices and challenges faced in emission reduction efforts.

Findings: The research reveals that implementing a sustainable supply chain significantly reduces Scope 1, scope 2 and scope 3 emissions. Key findings include the importance of integrating renewable energy into campus operations, promoting sustainable practices, and encouraging lean methodologies for day-to-day operations. Institutions that actively engage in carbon-neutral goals reported measurable decreases in their carbon footprint. However, the lack of clear guidelines for managing Scope 3 emissions—such as waste management and business travel—remains a challenge.

Originality: This study is one of the first to comprehensively address sustainable supply chains in academic institutions while analyzing all three emission scopes. The integration of renewable energy sources into campus operations and the focus on behavioral change among stakeholders offer a novel approach to emissions reduction.

Research limitations/implications: The primary limitation of this study is the variability in data availability across institutions, particularly regarding Scope 3 emissions. Future research should focus on developing standardized reporting frameworks for academic institutions and exploring technological advancements for more efficient energy management.

Practical implications: The findings provide actionable strategies for academic institutions to implement sustainable supply chains, reduce emissions, and achieve carbon neutrality. The recommendations are particularly relevant for campus sustainability offices and energy managers.

Social implications: By promoting sustainable supply chains and reducing emissions, academic institutions contribute to broader societal efforts to combat climate change. Additionally, the integration of sustainability into the educational environment fosters environmental awareness and responsibility among students and staff.

Keywords: Sustainable supply chain, Scope 1 emissions, Scope 2 emissions, Scope 3 emissions, renewable energy, carbon footprint, sustainability in academia, green procurement, energy efficiency, emissions reduction, environmental impact, carbon neutrality

Investigating how Digital Technology Integration is Helping Businesses to grow Towards Sustainability

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ABSTRACT

Purpose: Investigating how digital technology integration is helping businesses to grow towards sustainability

Design: To find the systematic gaps in the literature present in operation model of businesses and suggest different technological innovation that further help to leverage sustainability.

Approach: The point of this study is to investigate how computerized advancements, like IoT, simulated intelligence, and blockchain, are being used across enterprises to upgrade manageability in functional cycles. By zeroing in on late progressions in these advancements, the review researches their application underway frameworks, strategies, and supply chains.

Examining Industry 4.0's quick technical developments and pinpointing areas for technological development which can help in maintaining sustainability goals not only creates new opportunities for highly intelligent and intelligent logistics systems development, but it also helps to foster the development of creative, value-adding business models. These developments—which are fueled by big data analytics, blockchain, IoT, and AI—allow for improved supply chain visibility, predictive maintenance, and real-time decision-making. As a result, production and logistics processes are more sustainable, efficient, and cost-effective. In addition, combining automation with machine learning reduces human error and increases productivity. By maximizing resource utilization and cutting waste, Industry 4.0 technologies are also crucial in meeting the rising need for environmentally friendly and sustainable processes. Real-time information sharing and tracking capabilities are converting conventional logistics into smart supply chains.

The examination uses a cross-sectional investigation of contextual analyses and observational information from different areas, including assembling and planned operations. Through this technique, we recognize key regions where advanced devices are working with energy productivity, squander decrease, and upgraded asset use.

Findings: The discoveries show that simulated intelligence-driven examination can upgrade energy the executives, while blockchain further develops straightforwardness and responsibility in supply chains, cultivating more noteworthy manageability. IoT empowers continuous observing, decreasing asset wastage.

The inability to leverage digital skills and manage ecological resources properly impacts individuals' overall productivity and activities. Also incorporating technology

like MicroGrid technology, Reprushed technology in business which can help in attaining long term sustainability goals.

Identifying gaps and proposing digital solutions in India's operational sector, with a comparison of countries like Germany, Japan, the United States, and Australia to attain Sustainable Development Goals (SDGs).

Originality: The examination uses a cross-sectional investigation of contextual analyses and observational information from different areas, including assembling and planned operations. Through this technique, we recognize key regions where advanced devices are working with energy productivity, squander decrease, and upgraded asset use.

Research limitations/implications: The quick speed at which technology is developing is one of the primary constraints on this research. As additional discoveries arise, some of the study's conclusions or technological applications may become outdated due to the constant evolution of blockchain, IoT, and AI. Furthermore, the adoption of these digital technologies is frequently region-specific, with notable differences in digital literacy and infrastructure among various nations and sectors. This might restrict how far the results can be applied, especially in poorer nations. Furthermore, proprietary systems may limit access to reliable real-time data for IoT and blockchain technologies, which could make it difficult to perform an exhaustive cross-sectional analysis. Finally, there are hazards associated with ethical and regulatory issues, such data privacy, that might not be adequately covered by the framework for present research.

Practical implications: This examination adds to both the hypothetical comprehension of maintainable activities and offers viable experiences for administrators looking to use advanced apparatuses for manageability objectives.

Social implications: This research on integrating digital technology for sustainable growth has far-reaching social ramifications. Businesses may promote a more sustainable and just society by utilizing IoT, AI, and blockchain for resource optimization, waste reduction, and energy efficiency. In support of corporate social responsibility (CSR) programs, these technologies can increase transparency in supply chains, guarantee resource management accountability, and result in the creation of greener jobs. Improved digital literacy and technological integration can also aid in closing socioeconomic disparities since businesses that use these technologies can support community development by giving more people access to sustainable practices and digital infrastructure. All things considered, this research can support sustainable development for a larger population by coordinating corporate operations with environmental and social governance (ESG) objectives.

Review of Sub-national Policies for Rooftop Solar Adoption in Rural India

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ABSTRACT

Rooftop Solar (RTS) adoption in India has faced challenges in recent years despite the presence of supportive policies and infrastructure. This disparity can be attributed to a heterogeneous approach at the sub-national level, influenced by variations in state-wise solar energy potentials and differing levels of consumer awareness and willingness to use grid-connected decentralized energy systems. To comprehensively analyze this sub-national heterogeneity in policies, a rigorous review of existing regulatory frameworks was undertaken, with a particular emphasis on fostering RTS adoption in rural areas. This study meticulously compared and contrasted the policies and success factors of the top-performing states in RTS adoption with those of the laggard states. Furthermore, the study identifies potential policy deficiencies at the consumer level that may impede the widespread adoption of RTS in rural households, as envisioned by PM Surya Ghar Yojana. By examining successful RTS adoption models implemented in other countries, such as China and Sub-Saharan Africa, this study proposes additional policy recommendations or modifications to address these challenges. These recommendations aim to create a more conducive environment for RTS adoption in India, ensuring that the full potential of solar energy is realized in both urban and rural areas. By addressing the identified barriers and leveraging successful strategies from other regions, India can accelerate its transition to a cleaner, more sustainable energy future, thereby contributing to the alleviation of energy poverty and fulfilling the goals of SDG 7.

Luxury Branding and Creator Economy: Monetizing Passion for Engagement

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ABSTRACT

In the past decade, the proliferation of smartphones, easy access to Internet facilities, and the rise of social media platforms gave rise to a new economy, the Creator Economy (CE). CE refers to the growing community of independent content creators, artists, influencers, and entrepreneurs who use digital platforms to monetize their skills, passions, and audiences. The use of these influencers to promote products and brands on various digital platforms has increased both in popularity and importance, as consumers often use such content as a basis for purchase decisions. The present study attempts to explore and understand how these creators are being incorporated as strategic partners to increase user engagement and innovate luxury brands for competitive advantage. The methodology adopted in this research work is inductive, and multiple case analysis is used as the main approach. This research endeavor aims to leverage the chance to gather information from diverse settings to enhance comprehension of the understudied issue. The findings reveal that luxury brands have broadened their brand meanings in recent years, moving beyond conventional ideas like heritage and timeless to ideas like innovation and rebellion that are consistent with the creators' use. Working with creators enabled luxury brands to broaden the range of sociocultural narratives they represent and investigate new concepts and meanings, leading to a significant increase in user base through content engagement for competitive advantage.

Factors Inhibiting Implementation of Green Healthcare Initiatives in India's Healthcare Sector

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ABSTRACT

Purpose: The current ecological challenges and energy crises require adopting GH practices for sustainable development. Green Healthcare Initiatives (GHI) consistently emphasizes enhancing healthier indoor environments for its stakeholders by advocating for environmentally friendly cleaning agents, improving indoor air quality, and minimizing exposure to hazardous substances. This study aims to analyze and prioritize the factors inhibiting the implementation of GHI in the healthcare sectors of India.

Design/Methodology/Approach: A mixed-methods approach is employed in the research, where a qualitative approach explores the in-depth knowledge and perceptions of healthcare workers and stakeholders, and a quantitative approach is used to measure the extent to which the awareness about green healthcare practices and factors like adoption rates, resource availability, and healthcare outcomes. The study employed thematic analysis for the qualitative data and fuzzy-AHP methodology for the quantitative data analysis.

Findings: The research discovered various factors, viz., high initial costs, regulatory and policy gaps, complex supply chains, etc., are responsible for resistance to change or adoption of GHI among healthcare professionals. In light of the present circumstances, characterized by the dangers of viruses and climate change to individuals and the environment, the healthcare sector must allocate greater resources towards environmental protection initiatives. The sustainability of our environment is essential for our survival on Earth.

Originality: The study is the first initiative to identify factors inhibiting the implementation of GHI and indicates that GHI adoption among healthcare personnel is a must for sustainability.

Limitations/Implications: The study is limited to the operational and environmental perspective of the GHI approach to sustainability; future research may be conducted based on social and other perspectives.

Practical Implications: The research indicates that GHI is a unique way to achieve sustainability. This research holds considerable importance for healthcare stakeholders by offering a thorough understanding of the green healthcare concept and the function of GHI within the healthcare environment. Moreover, this will provide readers and scholars with a foundation for additional research on GHI.

Social Implications: The stakeholders of healthcare sectors, such as patients, regulatory bodies, and policymakers, have a unique idea of sustainability through this GHI, which is helpful to healthcare professionals and stakeholders to a great extent.

Macroeconomic Impact of Remittances on Economic Growth: Evidence from India

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ABSTRACT

Remittances are one of the largest sources of financial inflow for developing countries. In recent years, they have gained significant importance for their role in balance of payments. The present study estimates a Keynesian simultaneous, dynamic macroeconometric model to investigate the impact of remittances on key macro variables such as consumption, investment, imports and income in India. The estimated short-run or impact and dynamic multipliers which indicate that impact of remittances on consumption, imports and income are all positive and reduce gradually while that on investment wears out in the third year. The impact multiplier for income implies a substantial increase in income due to remittances through the multiplier process. Thus, our results suggests that, although the workers' remittances mostly used for private consumption and partially for imports but it contributed to growth positively through the multiplier effects.

Keywords: Remittances, consumption, investment, import, income.

Circular Economy in Solar Energy: Enhancing Sustainability through Digitalization

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ABSTRACT

The adoption of circular economy principles is vital for addressing sustainability challenges, particularly within the renewable energy sector. Solar energy, though instrumental in reducing carbon emissions, generates considerable waste from end-of-life photovoltaic (PV) panels and relies on scarce materials like silicon and silver. This study explores how incorporating circular economy practices within the solar industry can mitigate waste, reduce resource dependency, and enhance sustainability. It examines key factors for effective circular adoption in solar energy and the role of digitalization in supporting these efforts. The research identifies enablers and barriers to implementing circular models in solar, emphasizing digital technologies such as blockchain and IoT that improve transparency, traceability, and efficiency in solar panel recycling and reuse. Using a mixed-methods approach that combines primary data from industry expert interviews and surveys with secondary data analysis, the study evaluates the economic and environmental impacts of circular practices on the solar supply chain. Findings reveal that regulatory support, industry collaboration, and technological innovation are critical drivers of successful circular adoption. Digital tools further facilitate material recovery, lower waste disposal costs, and reduce reliance on virgin resources. This study offers strategic insights for advancing sustainable solar energy, aligning digitalization with circular principles to promote resource resilience and responsible industry growth.

Occupational and Health Hazards Related to Crafts: A Study of Incense Making Artisans

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ABSTRACT

This research paper delves into investigating the health risks encountered by incense makers of the northern regions of India, including those posed by chemical exposure, posture-related problems, skin irritation, and respiratory issues. The research employs qualitative methodologies, which involve interviews with the artisans based on their experiences and health risks associated with the craft. The study also includes the observations to understand the usage of materials and their workplace environment. It was observed that artisans working for two years or less have not encountered significant health complications. Conversely, artisans working for over ten years have experienced several health hazards such as constant knee, back pain, constant headaches, and eye irritation.

The study also found that individuals exposed to excessive fumes emitted by these compounds such as diethylphthalate (DEP) when exposed directly, mostly resulted in liver complications and reproductive health complications among both men and women. Studies suggest that DEP exposure may induce severe health complications. The study highlights the critical need for increased safety precautions, proper ventilation, ergonomic work environment and health awareness to minimize the health hazards faced in the incense manufacturing business.

Decision Science by using Multi Method of Bibliometric Analysis

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ABSTRACT

This research provides a comprehensive exploration into **Decision Science** using bibliometric analysis, with step-by-step guidance on using **Biblioshiny** within the **Bibliometrix** package in R. Below is a condensed breakdown of each section to capture the essence of the study, its methodology, and findings:

Present Science:

The study guides researchers through bibliometric analysis in decision science, using **Biblioshiny** to examine trends, collaboration patterns, and influential works.

Present Scenario:

Advanced Bibliometric Tools: Tools like **Biblioshiny**, **VOSviewer**, and **CiteSpace** support mapping co-citation and co-authorship networks, helping uncover emerging trends and knowledge gaps.

Network Analysis: Highlights global collaboration patterns, revealing influential authors and institutions.

Real-Time Analytics: Access to dynamic data from sources like **Web of Science** and **Scopus** facilitates up-to-date trend analysis.

Research Impact and Knowledge Translation: A growing emphasis on understanding research impact beyond citations, focusing on policy and practice influence.

Strategic Decision-Making: Universities and industries increasingly leverage bibliometric insights for resource allocation and priority-setting.

Ethics and Open Science: Transparency and data-sharing initiatives support a more collaborative environment in decision science.

Need for Study:

Understanding Intellectual Landscape: Identifies key contributors and schools of thought.

Targeting Research Efforts: Helps researchers find pressing questions within the field.

Determining Research Trends: Recognizes rising and declining areas of interest.

Analyzing Research Impact: Assesses influential publications and researchers.

Informing Policy and Practice: Guides funding decisions and industry policies.

Objectives:

Clarify bibliometric processes and uncover methodological gaps.

Map collaboration and identify key research areas.

Explore under-researched themes and analyze popular techniques.

Methodology:

Data Source: Scopus database.

Analysis Techniques:

Citation Analysis: Evaluates impact using citation counts.

Co-Citation Analysis: Discovers intellectual communities via co-cited publications.

Co-Occurrence Analysis: Maps keyword relationships to understand thematic structures.

Bibliographic Coupling: Connects publications based on shared references.

Findings:

Growth in Publications: Decision science is a growing field with increasing research activity.

Key Research Areas: Core topics include risk analysis, optimization, and predictive modeling.

Emerging Trends: AI and machine learning are notably impacting decision science.

Influential Authors and Journals: High-impact authors and journals set standards in the field.

Collaboration Patterns: Global partnerships are common, especially in areas like supply chain and sustainability.

Research Gaps: Topics like ethical AI and the social impact of automation need further exploration.

Methodological Trends: There is a trend toward integrating AI and behavioral sciences.

Real-World Applications: Decision science increasingly impacts healthcare, sustainability, and policy.

Suggestions:

Embrace Emerging Technologies: Expand research in AI and big data.

Encourage Interdisciplinary Research: Foster cross-disciplinary collaboration.

Strengthen Global Collaboration: Build international research networks.

Focus on Real-World Applications: Prioritize practical applications in critical areas.

Promote Open Access: Support open knowledge-sharing.

Utilize Advanced Techniques: Leverage co-citation, co-occurrence, and network analysis.

Update Education: Tailor programs to include high-impact skills in decision science.

Implications:

Enhanced Decision Quality: Improved decision-making across sectors.

Ethical Decision-Making: Promotes fairness and transparency in AI-driven fields.

Real-Time Decisions: Supports fast-paced industries with adaptive analytics.

Informed Strategy and Policy: Provides evidence-based insights for societal challenges.

Future Scope:

AI-Enhanced Models: Evolving AI models will enhance decision-making accuracy.

Integration with Behavioral Science: Incorporate behavioral insights to improve decision realism.

Sustainability Focus: Balance growth with environmental and social priorities.

Ethical AI Governance: Develop frameworks for ethical AI application.

Real-World Simulations: Increase the use of digital twins for decision testing.

Global Collaboration: Address global issues like healthcare and disaster response through shared knowledge.

Exploring the Dynamics of Internal Resource Allocation within Diversified Firms: An Analysis of Investment Patterns and Performance Effects in the Indian Capital Market

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ABSTRACT

Purpose: The primary objective of this research is to examine the internal resource allocation within diversified Indian private firms, integrating finance and strategic management perspectives. The current study attempted to determine whether firms follow the dark or bright sides of internal resource allocation, considering both high and low-growth investment opportunities. The study focuses on the role of headquarters' informational advantage, cross-subsidization, and opacity in influencing firm performance.

Design/methodology/approach: The data was extracted from the Prowess database, excluding all banking and financial industries and firms over three years old. The dataset comprised an unbalanced panel of 18, 157 firm-year observations from 2011-2019, including 1, 420 standalone firms and 733 business group firms. The study framed two main hypotheses:

- The firm with greater growth opportunities receives less internal capital transfer than fewer growth opportunities (H1)

- The internal resource allocation to the low growth opportunity firm exhibits the dynamic capabilities within the firm level, which improves the performance of the firm and becomes negative after the threshold point (H2)

- The high-growth and low-growth firms were determined using their Tobins-Q. The firm performance was measured using the proxy ROA, and Industry Adjusted ROA

- The hypothesis testing was done using dynamic panel estimation with the two-step System GMM method (Blundell et al., 2001) was employed.

In the robustness analysis, we used Margin Q to test the hypothesis

Findings: The study reveals that diversified firms often invest more in low-growth opportunities. This explains the dark side of internal capital marketing. However, we further found that informational asymmetry and opacity exist with the firm on the dynamic capability. We identified a quadratic relationship between resource allocation and performance by analysing the performance effect. However, this relationship was found to be the nature of diminishing returns after a certain threshold, underscoring the need for strategic decision-making and dynamic capability development.

Originality: The current research combines finance and strategic management perspectives to provide a comprehensive view of internal resource allocation within diversified firms, highlighting the importance of dynamic capability.

Research limitations/implications: The study focuses solely on Indian private sector firms, which may limit the generalizability of the findings to other contexts or countries. The study used internal fund transfers between the subsidiaries (data reported in the Balance sheet). Related Party Transactions (RPT), which is one of the crucial parts of internal resource allocation, were not incorporated in the study.

Practical implications

The findings of this study have several practical applications:

1. Firms can use the insights to prioritize high-growth investment opportunities, enhancing long-term performance and value creation. Understanding the diminishing returns of internal resource allocation can help managers avoid over-investment in low-growth areas.

2. By leveraging the informational advantages of headquarters, firms can build dynamic capabilities to adapt to changing market conditions. This can lead to more efficient resource allocation strategies and improved firm performance.

3. The study highlights the importance of transparency and effective governance in internal resource allocation. Firms can implement better governance practices to reduce opacity and improve decision-making processes.

4. Understanding the role of cross-subsidization can help firms manage their internal capital markets more effectively, ensuring that resources are allocated to the most promising projects.

Social implications: The research optimizes resource allocation within firms, fostering economic growth and job creation and aiding policymakers in designing balanced regulations. It promotes ethical business practices through transparency and governance, enhancing stakeholder trust. Encouraging high-growth investments and dynamic capabilities drives innovation and competitiveness, benefiting industry standards. The findings also have educational value, preparing future business leaders for informed decision-making. Overall, the study contributes to a robust, transparent, and innovative business environment, positively impacting society by supporting sustainable business practices and economic stability.

Keywords: Internal capital market, Growth opportunities, resource allocation, opacity

Environmental Sustainable Practices among 'Thattukadas'

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ABSTRACT

Purpose: This paper explores the business practices of thattukadas and assesses its environmental Impact by focusing on food packaging, managing food and non food waste, serving healthy menu, using energy efficient equipments, usage of eco- friendly products, fuel used and water usage.

Design/methodology/approach: The researcher has taken 20 thattukadas in Ernakulam district to study the business practices followed by them in the context of environmental sustainability

Findings: In order to make the activities of street food vendors positive to the environment, government and NGOs should establish proper training and awareness programs to address certain points like avoiding plastic thin sheets for packing hot food, encourage the usage of biodegradable food packaging materials, collecting and using the food waste from thattukadas in biogas units or composite units, train them to remove food residues from the water before disposing it into public drainage system, reducing reusing of cooking oil, wearing gloves, hairnets or aprons, keeping the prepared food in closed containers, using cost effective refrigeration system to stock fish, meat, milk and vegetables, avoiding reheating the food, properly washing vegetables, using solar lighting systems, using eco- friendly cleaning products to wash utensils and arranging running water facilities for washing hands etc. Special local monitoring team should be set up to monitor the performance of thattukadas and provide orientation to sensitize them on environmentally sustainable standard hygienic practices.

Originality: Identifying the environmentally sustainable practices adopted by thattukadas which are street side food vending shops generally in a temporary structure or in wheels

Research limitations/implications: The researcher has taken only 20 thattukadas in Ernakulam district

Practical implications: This will pave light to the policy makers to design policies that will reduce the negative impact of thattukadas upon the environment.

Social implications: The environmental impact of micro enterprises is a matter to be seriously addressed as the impact created by one such unit may be negligible, but the collective impact will be a matter of serious concern.

Keywords: thattukada, environmental sustainability, waste management, water usage

An Interactive Expert System in the form of an Agriculture Chatbot

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ABSTRACT

Purpose: This study explores the applicability & application of vectors & R.A.G. detailed methods in enhancing underst&ing & operational decisions within the agricultural sphere. This work intends to Develop a complex Bot that will deal with production, Supply, pricing, subsidization, yield, & Risks in the farm stream. The primary purpose is to help farmers, agricultural economists, & policymakers/stakeholders retrieve the needed information & the sources of information most efficiently while also developing the chatbot service.

Design/methodology/approach: The above model embraces information from all the above-related fields: the records of yield, climate data, prices of crops in the market, the performance of logistics, & policy data. These pieces of information must undergo the process of transformer quantization to allow for the conversion of the information into vector embeddings for contextual search. They then utilized Pinecone as a vector database with R.A.G., a Large Language Model that provides adequate & accurate responses to the user's questions. Streamlit is used to develop the chatbot so clients can make exciting & diverse agricultural choices.

Findings: Crop Yield Prediction & Price Forecasting: Information regarding yields of crops & prices of crops in each segment & in each season can be recommended based on historical crop data, climate data, & current price data in this section. They can help buyers choose which crops to develop for supply at the appropriate time. It may also add value to farmers' income & suddenly exp& the selling market.

Supply Chain Optimization for Agricultural Produce: On the cost of transportation, storage condition & markets the chatbot has information on the best distribution. This minimizes supply chain expenses, eliminates waste, & ensures that fresh produce gets fresh produce punctually to release consumers.

Pricing & Dem& Analysis Based on Market Dynamics: The usage of the dem& trends, seasonal price change, & market impact of the proposed chatbot strategy allows offering users the opportunities for time & regional sale differences. Information is a condition for experimenting with the formation of prices & the expectation of requisites, thus ensuring that farmers receive relatively high income.

Agricultural Subsidies & Farmer Income Analysis: They have also argued the view that subsidies are also very important source of flow of income for farming. The subsidy schemes explain income, cost, production, output fluctuation, financial assistance & subsidies. This in turn can be said to afford a better understing of the impact policy has on productivity & profitability of agricultural.

Crop Insurance & Risk Management Insights: Information like climate risks, the risk history of crops, existing farmer's insurance data allows for taking the right action towards risk management. It is important in enhancing the naturality or un improvement of calamity, pest attacks & other unfavourable attributes that reduce crop production hence is an essential component of steady agro-resilience improvement.

Originality: Another innovation of this work is combining multiple decision support systems in farming into a single chatbot. Regarding the agriculture industry, the chatbot provides poly dimensional analytical results apropos of question synthesis & the application of vectors when storing R.A.G. While other tools address specific concerns within agriculture, this tool incorporates prediction of yield & price, delivery, policy, & risk concerns.

Research limitations/implications: As with any research methodology, several limitations have been observed in this research, as well as the implication of these findings.

Some fears may include the following: Since data collection relies on records, restrictions on such records may result in a degraded ability to make predictions, especially in emerging markets. First, it is limited to historical data only because it is less eager to change in response to unpredictable shifts in climatic or economic conditions. More research can improve the extension of the model & the incorporation of real datasets & revisit the L.L.M. to implement the relevant issues affecting agricultural companies.

Practical implications: However, it is worth mentioning that the provided chatbot is an available tool for farmers, scientific & methodical work at managers of the level of the supply chain, & preparing decisions with the help of schematic problem-solving in several areas of agriculture. These suggestions & analytics help to enhance efficiency, revenue, & the sustainable preferred farming usage.

Social implications: The chatbot may impact the proper supply & management of resources in agricultural processes, avoid food wastage, & help farmers withst& different challenges. The availability of better & improved quality information communication technology for farmers in developing countries, particularly rural-based farmers, means that farmers' ability to better their st&ards & deliver improved products to the market yields socio-economic development & food security.

Keywords: Products, consumption & availability, markets, subsidies, risks, vector database, R.A.G., L.L.M., chatbot, & data analytics using Streamlit.

Role of FinTech Adoption and Future Perspectives in the Micro Enterprise Industry: A Comprehensive Analysis Using the SPAR-4-SLR Protocol

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ABSTRACT

Purpose: This study explores the impact of Financial Technology (FinTech) on operational efficiency and economic resilience in micro enterprises. By conducting a rigorous literature review and critical assessment, the research aims to address existing gaps in understanding FinTech adoption within micro enterprises. The analysis is grounded in diverse theoretical frameworks, contexts, methodologies, and relevant variables, contributing to a nuanced understanding of how FinTech innovations support micro enterprises in navigating economic challenges and enhancing business efficiency.

Design/methodology/approach: This study employed "scientific procedures and rationales for systematic literature reviews" (SPAR-4-SLR) to perform the systematic literature review. This study examines a compilation of 87 research articles that were published in apparent journals from 2008 to 2023, leveraging the TCM framework, which encompasses theory (T), Context (C), Methodology (M) with others relevant variables.

Findings: FinTech adoption significantly enhances micro entrepreneur access to innovative financial solutions, reduces operational costs, and broadens market outreach. The study highlights how FinTech catalyzes digital financial inclusion, particularly among marginalized groups. The growing field of FinTech adoption is comparatively new and challenging for micro businesses, encompassing data security and privacy concerns, digital illiteracy, and a need for more financial resources. Technological advancement, information and communication technologies infrastructure (ICT), regulatory environment, and policy-related facilitators are vital in facilitating FinTech adoption.

Originality: The article provides a holistic overview of the current state of research on FinTech adoption in micro enterprises and its future perspective. This research sheds light on how innovation in finance can transform the operational efficiency of micro enterprises to enhance their survivability in this competitive environment.

Research limitations/implications: Future research should focus more on longitudinal studies for the better understanding long-term impacts of FinTech adoption in micro enterprises financial and economic performance. Further FinTech adoption in various geographical contexts could help identify unique challenges and

opportunities, tailoring region-specific strategies and suggesting caution in generalising findings.

Social implications: The research emphasizes the role of FinTech in promoting social equity through enhanced access to innovative financial solutions, contributing to the socio-economic upliftment of low-income groups and fostering greater community engagement in economic activity.

Developing Unified Performance Metrics for Assessing Green-Lean Integration in Manufacturing Industries

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ABSTRACT

Purpose: This research aims to develop a unified set of performance metrics to assess the integration of green and lean practices in manufacturing industries. The study addresses the need for standardized evaluation tools that holistically measure the environmental and operational impacts of these practices, overcoming current challenges in fragmented and sector-specific metrics.

Design/methodology/approach: The research employs a structured literature review of existing green and lean performance metrics across diverse industrial sectors. Secondary data from peer-reviewed journals, industry reports, and case studies are analyzed to identify key performance indicators (KPIs) and evaluate their applicability in a standardized framework for green-lean integration.

Findings: The study identifies critical KPIs, including resource efficiency, waste reduction, energy use, and supply chain impact, as central to evaluating the success of green-lean initiatives. Insights highlight that these metrics, while commonly used individually in green or lean systems, lack integration. The proposed framework harmonizes these KPIs to facilitate comprehensive performance assessments in manufacturing.

Originality: This research provides a novel contribution by synthesizing fragmented metrics into a unified, adaptable framework applicable to various manufacturing contexts. This integrated approach aims to enable more cohesive performance evaluations, allowing industries to balance environmental goals with lean operational efficiency.

Research limitations/implications: The study's reliance on secondary data limits the ability to test the framework empirically within specific manufacturing contexts. Future research could involve case studies or empirical validations of the framework across sectors to confirm its effectiveness and adaptability.

Practical implications: By adopting unified metrics, manufacturing firms can streamline their performance assessments and optimize green-lean initiatives more efficiently. This framework can serve as a practical tool for industries striving for sustainability while maintaining competitiveness and operational efficiency.

Social implications: This research provides societal benefits by promoting more sustainable manufacturing practices, ultimately helping industries reduce environmental footprints and conserve resources. The proposed framework encourages

a shift towards eco-friendly operations, positively impacting communities by reducing pollution and fostering a cleaner, more sustainable environment.

Generative AI and Logistics 5.0: A Synergistic Approach to Roadblocks in Sustainable Logistics Transformation

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ABSTRACT

Purpose: Industry 5.0 (I5.0) has facilitated novel avenues for collaboration between humans and intelligent systems in the progression of the Industrial Revolution (Taj & Zaman, 2022; Ghobakhloo et al., 2022). This new industrial revolution emphasizes the logistics sector, particularly implementing innovative mechanisms, improving efficiency, fostering innovation, and prioritizing human-centered design. Logistics 5.0 arises through applying I5.0 technologies, enabling the digital transformation of supply chain and logistics operations (Torbacki & Kijewska, 2019). Logistics 5.0 incorporates contemporary technologies such as blockchain, Generative Artificial Intelligence, and Radio Frequency Identification (RFID) sensors, emphasizing eco-friendly transportation management, information security, and the development of efficient, resilient, and sustainable warehousing practices (Barreto et al., 2017).

The evolution of Logistics 5.0 emphasizes the recognition of human needs in alignment with the United Nations' Sustainable Development Goals (SDGs), integrating contemporary logistical practices (Al-Minhas et al., 2020; UNDP, 2017). One of the new technologies that Logistics 5.0 inculcates is Generative AI such as ChatGPT (Patil et al., 2024). Generative AI has been integrated into Logistics 5.0 across several domains, including public transport, freight and logistics optimization, and customer service within the transportation sector (Lim & Cruz, 2024). Generative AI, such as ChatGPT, has significantly transformed various domains, including virtual passenger assistance, real-time travel updates, predictive maintenance, and improved safety measures. This study focuses on the roadblocks to Generative AI adoption in logistics. The study delves into the following research questions

RQ 1. To explore the key roadblocks for Generative AI adoption for the development of sustainable logistics

RQ 2. To determine the rankings of the Roadblocks.

RQ 3. To establish and evaluate contextual relationships among the Roadblocks.

Methodology: For this research, several approaches were examined, and a unified methodology of "Best Worst Method (BWM)" and "Interpretive Structural Modelling (ISM)" was employed. This wide approach enables a full review from stakeholders engaged in the sectors of logistics 5.0. BWM employs a "Multi-Criteria Decision Analysis (MCDA)" technique (Rezaei, 2015). Using integers in the ranking system reduces computer costs, giving the BWM technique an edge over other methods (Tarei et al., 2021). Another well-known "Multiple Criteria Decision Making (MCDM)"

technique is Interpretive Structural Modelling (ISM) (Sharma & Gupta, 2024). This technique thoroughly investigates the interdependence of the relationships of numerous roadblocks. ISM assists in breaking down complicated systems into smaller subsystems. MICMAC considers the degree of interaction between roadblocks while also analyzing each individual obstacle (Josaiman et al., 2023). This study also employs a theoretical archetype integrating Technical, Ethical, Societal, and Regulatory roadblocks. This composite framework provides an overall perspective of Generative AI's current challenges in the sustainable logistics sector.

Findings: By adopting the approaches, significant roadblocks were identified. One of the primary challenges in the technology area is 'Data Biasness'. The combined BWM-ISM method also identifies 'Labour displacement' as a major roadblock for the societal category. Another major impediment in an ethical category is 'data usage privacy.' Finally, for the regulatory category, 'Government Intervention' is one of the primary roadblocks identified by the BWM-ISM method. While the BWM analysis uses global and local weights to identify and prioritize major roadblocks, the ISM technique investigates the links between these difficulties. Finally, the MICMAC study divides the impediments to logistics 5.0 adoption in the Generative AI-enabled sustainable logistics industry into autonomous, dependent, linking, and independent clusters.

Originality: Very few studies have delved into the roadblocks and applications of Generative AI in the transportation and logistics sector. No studies have explored a quantitative approach and ranking of roadblocks to Generative AI adoption in the logistics sector.

Research limitations: The multi-layered estimation of this study reflects the interconnectedness between Logistics 5.0, Generative AI, Sustainable Development, and the logistics sector.

Practical implications: This study can help logistics can help government policymakers underscore the importance of Generative AI-enabled sustainable development in the logistics sector.

Social implications: This study also focuses on the public perception as well as the impact on employment due to the integration of Generative AI like ChatGPT.

Keywords: Generative AI, ChatGPT, Logistics 5.0, Sustainable Development, Roadblocks

Analyzing Decarbonization of Indian Manufacturing Sector: Exploring Digital Transformation in Energy Transition

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ABSTRACT

The Indian manufacturing sector faces challenges in retaining productivity while lowering carbon emissions as global expectations for sustainability increase. This research examines how digitalization might improve the performance of the energy supply chain, concentrating on India's transition to renewable energy and greener technologies. This transition can be facilitated by emerging technologies that improve transparency, efficiency, and risk reduction, including *big data analytics, artificial intelligence, blockchain, and the Internet of Things. Twenty-six* digitalization enablers corresponding to the above 4 digitalization technologies have been identified with an extensive literature review. The study uses the Multi-Criteria Decision Making (MCDM) graph theoretic and matrix approach to evaluate the efficacy of these digitalization strategies in the energy transition. The study highlights that due to heavy reliance on fossil fuels, the industry must transition to more eco-friendly energy sources to reduce carbon footprints. Moreover, the industry is susceptible to climate change, resource shortages, and rapid technical advancements due to India's reliance on imports for vital raw materials and the complexity of the global supply chain. These considerations highlight the necessity of robust, sustainable energy policies to ensure long-term success. The results show that digital transformation has the potential to enhance energy management, support environmental initiatives, optimize supply chains, and help better policy implementation. The industry may improve sustainable development initiatives and lower operational risks by utilizing digitalization. With an eye toward a sustainable energy future, this study offers insights into how India's industrial sector may address decarbonization issues through digital transformation.

India's Competitiveness in Exporting Green Products and Promoting Sustainability

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ABSTRACT

Going Green is both a necessity and an opportunity for all the firms and industries. Rising awareness among consumers for the safety of the environment has forced the economies around the world to produce products that have no negative or harmful impact on the environment. The current research paper attempts to provide an insight into the competitiveness of the Top 10 green products for the last 5 years from 2019-2023 in India using the Revealed comparative advantage method and found that the competitiveness of India in green products is either stagnant or deteriorating. There is a need for a paradigm policy shift in green products as far as export competitiveness is concerned. India should proactively encourage the manufacturing and export of green products and take comprehensive measures for the disadvantaged products by using new and sustainable technologies.

Keywords: export competitiveness, green products, sustainability, Revealed comparative advantage, eco-friendly, HS6 classification, sustainable technologies, green manufacturing, green growth, GDP growth

Leveraging Digital Technologies for Lean and Green Manufacturing: Enhancing Operational Efficiency for a Sustainable Circular Economy

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ABSTRACT

Purpose: This paper will give an overview of digital technologies' potential roles in enhancing lean and green manufacturing practices, particularly the Internet of Things, Artificial Intelligence, and blockchain. This writes about the potential technologies that can improve the efficiency of operations toward sustainability and leans toward a circular economy.

Design/methodology/approach: The research methodology utilizes a qualitative approach involving a critical review of the literature and case studies conducted in other industries, such as automotive and electronics. Additionally, the study employs interviews with industry experts on the practical deployment of IoT, AI, and blockchain technologies to assist in achieving lean and green manufacturing objectives. A framework has also been developed to evaluate sustainability performance in Supply Chain 4.0.

Findings: The research findings show that the IoT and AI collect real-time data, optimize decisions with reduced waste, and improve resource efficiency. Blockchain technology enhances supply chain transparency, ensuring sustainability in sourcing and production. All these technologies come together to allow firms to adopt circular economy principles without losing steep operational efficiencies.

Originality: Unique from other related literature, this research combines the concepts of lean manufacturing, green manufacturing, and digital technologies approach to demonstrate how each concept contributes to its collective impact in shaping operational sustainability. Developing a performance measurement framework of sustainability in Supply Chain 4.0 is a novel contribution to the literature.

Research limitations/implications: One limitation is using qualitative data alone & location specific, which might be limited to generalizing findings. Future research could expand the scope by including quantitative assessments or carving out specific industries by widening the location to get a better understanding.

Practical implications: The findings also provide industrial applications for improving sustainability in maintaining operational efficiency. This framework will enable the supply chain manager to determine how sustainability performance might be tracked and improved through digital tools.

Social implications: By promoting sustainable practices in manufacturing, this research supports the reduction of environmental impact, contributing to broader societal goals related to climate change and resource conservation.

Keywords: Digital technologies, lean manufacturing, green manufacturing, circular economy, sustainability, IoT, AI, blockchain, operational efficiency, Supply Chain 4.0, waste reduction, resource efficiency.

Cross-Learning for Circular Economy Practices: Insights from Sustainability Reports of Indian Automobile Companies

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ABSTRACT

As Indian companies progress towards mainstreaming sustainability through circular economy practices (CEPs), leading automobile manufacturers offer valuable insights into sustainable operations. This study utilizes content analysis to examine the sustainability reports of five leading Indian automobile companies, investigating cross-learning opportunities that can facilitate the adoption of CEPs across the Indian automobile industry. Key findings reveal that Tata Motors, Mahindra & Mahindra, and Toyota Kirloskar have established recycling and waste management programs, with initiatives like Tata's Tatva framework and Mahindra's localized recycling and practice resource circularity. In renewable energy, Toyota and Tata Motors lead in integrating solar and biogas solutions, achieving significant Scope 2 emissions reductions, thereby providing scalable models for industry-wide energy transition. In product lifecycle management, Toyota and Maruti Suzuki excel through fuel-efficient hybrid models and strategic end-of-life vehicle recycling partnerships, such as Maruti's collaboration with Toyota Tsusho. Water and resource efficiency practices, demonstrated by Mahindra's water positivity and Maruti's zero liquid discharge, highlight effective models for water conservation across the sector. This study highlights the importance of cross-learning in driving CEPs, adoption and actionable insights for policymakers and industry leaders on expanding sustainable practices. Such insights not only aid in environmental sustainability and strengthen economic resilience and social welfare as India moves towards a circular economy.

Evaluating Green Logistics Practices for Sustainable Freight Transportation in E-Commerce

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ABSTRACT

The e-commerce has been an absolute game-changer in the retail industry, expanding above and beyond with an exponential growth rate. But this growth has also led to increase in ecological footprints of the logistics process, hence freight transportation particularly. Green logistics practices have been considered one of the essential remedies to minimize negative environmental impacts at the time sustaining supply chains. The purpose of this study is to examine green logistics practices in sustainable freight transportation from e-commerce perspective. Green logistics refers to wide ranges of measures in various areas with the aim at reducing environmental load - greenhouse gas emissions. Optimising transport roots, use of more energy efficient vehicles and deploying packaging efficiently are some of the practices that improve resource management by using digital technologies. The technology has provided many opportunities for improvement in all spheres, e-commerce is not the exception to this rule. In this form of making purchases, speed and efficiency are crucial, and other aspects are often ignored. Thus, efficient delivery that is highly dependent on the logistics of the process is highly appreciated. At the same time, green logistics is a popular practice that poses many challenges at the same time. The primary objective of my research is to analyze the efficiency of green logistics practices and freight transportations as one of the key logistics components for e-commerce and the obstacles the companies meet on their way of implementation. The objective of the research includes the analysis of the most common green logistics practice used in e-commerce, the comparison of their influence one environmental safety and cost, and the examination of their efficiency. The research is likely to provide the following preliminary findings: green logistics practices begin to be used increasingly often in e-commerce: machines that use electric or hybrid power; optimally selected routes for the trip; the use of environmentally friendly materials for packaging etc. However, long-term benefits such as cost savings from reduced fuel consumption and enhanced operational efficiency often outweigh the initial costs.

Building a Data-driven Circular Economy to Optimize Supply Chains for Sustainability

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ABSTRACT

In an era of rapid business transformation, sustainability has become a cornerstone of supply chain management, integrating environmental, social, and economic considerations. This literature review explores the intersection of data-driven strategies, circular economy principles, and sustainable supply chain management to identify transformative pathways toward resource efficiency and resilience. The concept of a data-driven circular economy emphasizes designing out waste, prolonging material use, and regenerating natural systems, aligning with sustainability goals. Big data analytics emerges as a pivotal enabler, facilitating the optimization of supply chains through insights derived from vast datasets. By enhancing transparency, resource allocation, and operational efficiency, data analytics supports green supply chain management and promotes circularity. Recent studies highlight the role of digital transformation and analytics in driving sustainability outcomes. Empirical findings reveal that data-driven approaches enable organizations to address environmental challenges proactively, mitigate risks, and achieve continuous improvement in sustainability performance. Key themes include the role of advanced analytics, the integration of circular economy practices, and the broader implications for sustainable supply chain ecosystems. The findings illuminate promising research directions, emphasizing the critical need for innovative, technology-driven solutions to achieve a sustainable and resilient supply chain landscape.

Purpose: This research aims to explore the convergence of data analytics, circular economy principles, and sustainable supply chain management practices. It investigates how data-driven approaches can optimize resource utilization, minimize waste, and create closed-loop systems to promote sustainability within global supply chains.

Design/methodology/approach: A comprehensive literature review and thematic analysis of recent studies were conducted, focusing on the integration of data analytics, Industry 4.0 technologies, and circular economy principles. Additionally, case studies from industries successfully implementing these approaches were examined, highlighting challenges and opportunities.

Findings: The study underscores the transformative potential of data-driven strategies in enhancing circular economy practices. Key findings include the critical role of big data analytics in improving transparency, optimizing resource allocation, and fostering resilience within supply chains. Industry 4.0 technologies further enhance these outcomes by enabling real-time monitoring and predictive analytics.

Originality: This research uniquely synthesizes insights from diverse sectors to propose a holistic framework for a data-driven circular economy. It bridges the gap between theory and practice, offering actionable strategies for leveraging data analytics to achieve sustainability goals.

Research limitations/implications: The research is limited by its qualitative approach, which may introduce subjective bias. Future studies could incorporate quantitative methods and sector-specific analyses to validate and expand upon these findings. Insights from this study encourage further exploration of standardized metrics for measuring circularity and sustainability.

Practical implications: Organizations can utilize the findings to design products for longevity, enhance reverse logistics networks, and adopt innovative business models such as product-as-a-service (PaaS). Policymakers can leverage these insights to develop incentives for adopting data-driven sustainability practices.

Social implications: The study emphasizes the broader social impact of a circular economy, including reduced environmental degradation, improved resource efficiency, and greater social equity through responsible sourcing and waste management practices.

Leveraging IoT for Enhanced Efficiency, Sustainability, and Resilience in Supply Chain Management

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ABSTRACT

The integration of the Internet of Things (IoT) into supply chain management (SCM) is transforming the traditional logistics landscape, enhancing efficiency, transparency, and resilience. This study explores current IoT applications in SCM, focusing on how smart sensors, real-time data analytics, and predictive modeling foster seamless operations across the supply chain network. An analysis of recent literature reveals that IoT adoption supports sustainable practices, reduces inefficiencies, and provides end-to-end visibility, particularly in response to the dynamic needs of Industry 4.0. By incorporating IoT into SCM, companies can manage risks proactively, as demonstrated through case studies from North America and Asia, where IoT solutions have successfully addressed issues in tracking, last-mile delivery, and e-commerce logistics. This research highlights both opportunities and challenges in IoT-enabled SCM, discussing best practices for sustainable and transparent operations. Findings indicate that while IoT significantly boosts operational efficiency, concerns such as cybersecurity and high implementation costs remain. This paper offers a comprehensive view of the technological advancements in SCM, with implications for future IoT applications in building resilient and adaptable supply chains.

Purpose: This research explores the integration of the Internet of Things (IoT) in Supply Chain Management (SCM), aiming to understand its transformative impact on efficiency, transparency, and resilience in supply chain operations.

Design/methodology/approach: A qualitative approach was employed, comprising a comprehensive review of academic literature, industry reports, and case studies. The analysis focused on identifying IoT applications, opportunities, and challenges in SCM, with thematic and content analysis methods applied to extract insights.

Findings: IoT enhances real-time visibility, predictive analytics, and operational efficiency, addressing traditional supply chain challenges such as demand forecasting, inventory management, and last-mile delivery. Case studies demonstrate IoT's success in fostering sustainability, reducing inefficiencies, and building resilience against disruptions. However, challenges like cybersecurity concerns, high implementation costs, and interoperability issues remain significant.

Originality: This research uniquely synthesizes insights from literature and case studies to propose a strategic framework for IoT implementation in SCM. It highlights the untapped potential of IoT to bridge gaps in supply chain transparency and resilience while aligning with sustainability goals.

Research limitations/implications: The study is limited to qualitative findings and focuses on broad IoT applications rather than sector-specific insights. Future research could adopt quantitative methods to measure IoT's impact across different industries and develop standardized protocols for seamless integration.

Practical implications: Businesses can leverage IoT to optimize inventory levels, enhance route efficiency, and implement predictive maintenance. IoT applications also support sustainable practices, aligning with evolving regulatory and consumer demands. Practical strategies for addressing challenges, such as establishing robust cybersecurity frameworks and cost-effective solutions, are provided.

Social implications: IoT fosters end-to-end transparency, enabling consumers to trace product origins and ensure ethical practices. By supporting sustainable supply chains, IoT contributes to reducing environmental impact and building consumer trust.

Sustainable Supply Chain and Industry 5.0 - A Review

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ABSTRACT

Purpose: This research seeks to present a comprehensive view of supply chain (SC) and Industry 5.0 (I5.0) in the context of SC sustainability. I5.0, a novel approach introduced by the European Union, has captured the attention of both academics and professionals. Diverging from Industry 4.0 (I4.0), the concept of Industry 5.0 (I5.0) strongly emphasizes a human-centric approach. This new paradigm is grounded in three fundamental principles: prioritizing human needs, promoting environmental stewardship, and fostering resilience. The study aims to bridge a gap in the existing literature by examining bibliometric data on I5.0 and sustainable supply chain (SSC).

Design/methodology/approach: A systematic review was conducted using 183 Scopus articles related to I5.0 and SSC using search strings "Industry 5.0" and "Supply Chain." It was further accessed through VOSviewer software and bibliometric analysis.

Findings: The analysis thoroughly examines the relationship between I5.0 and SSC, revealing three primary research clusters emerged: SC Digitalization and Sustainability, SC Technologies, and SC Resilience. Recognition of productive countries and influential contributors in the field. Proposed future research directions focusing on human-centric SCs, interactions between I5.0 pillars, SC5.0 ecosystems, and governance.

Originality: This study represents one of the initial attempts to systematically map the connection between I5.0 and sustainable supply chains, providing novel insights into emerging research themes and future opportunities. It addresses a significant gap in the literature by offering a structured bibliometric analysis.

Research limitations/implications: The study is confined to papers indexed in Scopus, potentially excluding relevant insights from other databases. Future research could expand this analysis to include broader datasets and longitudinal trends.

Practical implications: Organizations can implement I5.0 principles to design more human-centric, resilient, and environmentally sustainable supply chains. The study guides incorporating advanced technologies and governance models in SC practices.

Social implications: I5.0 promotes ethical and sustainable industrial growth by emphasizing human-centric and environmentally conscious practices, contributing to societal well-being and environmental sustainability.

Keywords: Industry 5.0, SC, Resilience, Sustainability

Mindful Consumption of used Fashion Apparel among Gen Z on Thrift Stores: Theorizing Relationship as a Construct

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ABSTRACT

Purpose: The COVID-19 pandemic fuelled Gen Z to spend more time than ever online on various Social Networking Sites (SNS), specifically on Instagram. Online thrift stores on SNS are popular among Gen Z. As a key objective this study proposes *relationship* as a construct to measure the perception of sustainable consumption (SC) of used fashion apparel among Gen Z's through web platforms, commonly called online thrifting.

Design/methodology/approach: Qualitative research technique, Grounded theory is adopted to gain insights from the respondents and to theorize the dimension of *relationship.*

Four sets of data are collected from the respondents; focus group (FG), in-depth interviews, critical incident technique and questionnaire forms. The following questions were addressed i) Are you aware of online used fashion apparel thrift stores? ii) Describe your perspective towards used fashion iii) Have you purchased /rented them? Respondents are students as they best represent the Gen Z cohort; undergraduates (UG) and postgraduates (PG) of two business schools.

Findings: The researchers validated the data independently and with further discussions collated the constructs for SC of used fashion apparel. The results demonstrate that Gen Z preferred to purchase used apparel in cognizance of the variables of the *relationship* construct. The findings of the study are documented below to support the stated research objective.

Gen Z has a high awareness of the consequences of fast fashion on the ecosystem. As a consequence, their *sense of interdependence* conforms to the stated definition obtained from literature.

The factor *notion of well-being* is indicated through statements such as, "if a special occasion demanded premium wear, they preferred to rent it for the occasion rather than buy or own it" which reflects their mindful *relationship* to SC.

Consciousness towards hygiene and cleanliness of the used apparel is a major concern among the respondents.

The majority of respondents are unequivocal in mentioning the word **"NO"** to used apparel purchased online. Their family values, parent's non-acceptance and religion prevented them from considering used fashion as a choice for purchase however, they

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are willing to purchase new apparel. Gen Z have high self-efficacy in online thrift stores to the extent of seeking information of the details about the product, ease of use of the platforms and transactions. They prefer rentals, certification of authenticity and own certain fashion apparel as memorabilia when it is associated to a celebrity. This explains the respondent's *mental construct*.

The key element of the analysis is the influence of the factors' *morals & values* and *faith & belief.* During the FG studies their expression of preference to **"OWN"** was highly explicit. The emphasis on family-oriented values was more visible among the PG students than the UG students. Even though they are aware of the thrift stores as a medium for sustainability their family and personal values and beliefs did not permit the Gen Z from using reused fashion apparel. Therefore, we propose a conceptual framework for SC of used fashion apparel that is influenced by the variables of the construct *relationship* on *mindful consumption.* Literature defines thrifting as a means of shopping at a thrift store, garage sale, or flea market where gently used items at discounted prices are obtained. With internet disruption, this business model is scaled to a digital platform model with names like e-commerce market, SNS and omni-channel platforms. This research adopts the definition of *smart living* to represent the use of any digital platform or application (app) that can be leveraged to perceive reused fashion apparel. *Smart living* moderates the relationship between *mindful consumption* and the dependent variable, *sustainable consumption (SC).*

Originality: Most research papers conceptualize SC with theoretical perspectives drawn from behavioural and psychological dimensions. However, in the actions towards SC on the role of humans, the consumer who represents the demand side is ignored in the literature. Hence understanding their perception towards used fashion in the cultural context of *relationship* is important. This study conceptualizes the construct *relationship* through variables; sense of interdependence, notion of wellbeing, mental construct, morals &values and faith&belief to understand if consumers culture leads to mindful and sustainable consumption.

Research limitations/implications: The rigour of this research can be enhanced by adopting mixed-method research.

Practical implications: This research contributes to practitioners in understanding the readiness of young cohorts towards reused fashion and habits towards adopting sustainable lifestyles leading to mindful consumption.

Social implications: This research also supports small businesses doing sustainable fashion business on SNS to understand the market segment's perception of reused fashion apparel.

Keywords: Theory, construct development, qualitative research, relationship, online thrift stores, Instagram, digital intervention, digital sustainability, circular economy, sustainability, used fashion apparel, Gen Z.

Exploring the Strategic Drivers Influencing Blockchain Technology Implementation in Port Logistics

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ABSTRACT

Purpose: Blockchain technology has become a transformative enabler for enhancing transparency, security, and operational efficiency in port logistics, a critical component of global supply chains. This study explores the strategic drivers underpinning blockchain implementation in port logistics, focusing on their prioritization and interrelationships during implementation. By investigating these drivers, the research provides insights into the drivers influencing blockchain integration, contributing to a deeper understanding of its role in optimizing port operations and fostering more resilient and efficient supply chain ecosystems.

Design/methodology/approach: The study classifies the blockchain implementation drivers based on the four constructs of the Unified Theory of Acceptance and Use of Technology (UTAUT) model and evaluates their relative weights using the Spherical Fuzzy Analytic Network Process (SFANP). The study also develops a hierarchical framework using Total Interpretative Structuring Modeling (TISM) to understand the contextual relationship among the drivers and perform MICMAC (Matrice Impacts Croisés Multiplication Appliqués à un Classement) analysis to illustrate the driving and dependence power of the drivers.

Findings: This study identifies Competitive Pressure, Relative Advantage, Market Turbulence, and Transparency as pivotal drivers for blockchain implementation in port logistics. It also identifies performance expectancy as the highest priority dimension. A ten-level hierarchical framework has been developed to explore the stages of blockchain adoption in port logistics. The framework positions Globalization Trends and Social Impact as foundational elements driving the adoption process. These elements collectively shape the trajectory toward achieving Relative Advantage, the ultimate objective of blockchain adoption. The study emphasizes that this goal is realized through the optimal utilization of existing infrastructure facilities and robust management support within the organization. By integrating these key analyses, the study provides a structured approach to understanding blockchain implementation in port logistics, offering valuable insights into achieving operational efficiency and competitive advantage in a rapidly evolving global market environment.

Originality: This study makes a significant contribution to the literature by combining advanced multi-criteria decision-making (MCDM) methods—Spherical Fuzzy Analytic Network Process (SFANP) and Total Interpretative Structuring Modeling (TISM)—to evaluate and prioritize blockchain implementation drivers in port logistics. Unlike previous research, which often examines these factors in isolation, this study integrates their interdependencies into a ten-level hierarchical framework.

By aligning these drivers with the constructs of the Unified Theory of Acceptance and Use of Technology (UTAUT), the study bridges theoretical understanding and practical application. Its novel approach provides a comprehensive perspective on blockchain implementation, addressing both strategic and operational challenges in port logistics.

Research limitations/implications: The present study employs sufficient experts to meet the methodological requirements of the adopted MCDM methods. However, future research could benefit from increasing the number of experts to enhance the representativeness of the findings and provide a more comprehensive perspective on port logistics. Additionally, the study's scope can be expanded through comparative analyses involving other geographical regions, which would help validate the findings and offer broader generalizability.

Practical implications: The study offers vital insights for port logistics managers and decision-makers, enabling them to effectively navigate the complexities of blockchain adoption. By identifying critical drivers such as competitive pressure, relative advantage, market turbulence, and transparency, managers can strategically prioritize resources and initiatives. The hierarchical framework underscores the importance of foundational elements like globalization trends and social impact, which set the stage for achieving relative advantage through infrastructure optimization and management support. Managers can utilize these findings to develop tailored strategies that align blockchain integration with organizational goals. Furthermore, the study's emphasis on performance expectancy as the highest-priority dimension highlights the need to manage employee and stakeholder expectations to foster smooth technology adoption. Ultimately, the insights equip managers to enhance operational efficiency, reduce costs, and gain a competitive edge, while also preparing them to adapt to dynamic market conditions and drive long-term value creation in the global logistics landscape.

Social implications: The findings highlight the role of blockchain technology in promoting transparency and sustainability in port logistics. By addressing globalization trends and social impacts, the study underscores blockchain's potential to create equitable, efficient, and resilient supply chains, ultimately benefiting global trade communities and fostering trust among diverse stakeholders in the logistics ecosystem.

Keywords: Blockchain, ANP, Fuzzy, Globalization, Industry 4.0, Internet of Things (IoT), Maritime and Shipping, MCDM, Port Logistics, TISM, Traceability and Transparency, UTAUT.

Understanding the Factors Influencing Blockchain Adoption: Contextual Variations Across Freight Transport Modes

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ABSTRACT

Purpose: Blockchain technology has emerged as a transformative enabler for enhancing transparency, strengthening security, and improving operational efficiency in freight transport, a critical pillar of global supply chains. This study examines the contextual variations in blockchain adoption factors across different freight transport modes and evaluates their relative suitability for adoption. The findings offer valuable insights into how these factors influence adoption decisions and provide stakeholders with strategic guidance for the effective implementation of blockchain technology in the freight transport sector.

Design/methodology/approach: The study categorizes blockchain adoption factors within the framework of the four constructs of the Unified Theory of Acceptance and Use of Technology (UTAUT) model and assesses their relative importance using the Spherical Fuzzy Analytic Network Process (SFANP). Furthermore, it employs the Combined Compromise Solution (CoCoSo) method to rank various freight modes, providing insights into their prioritization.

Findings: The study identifies both common and mode-specific priorities among road, rail, and maritime freight transport in the context of blockchain adoption. Among the common priorities, the four most critical factors are Relative Advantage, Competitive Pressure, Ease of Use, and Security and Privacy. Mode-specific priorities reveal distinct emphases: road freight transport focuses on Infrastructure Facility and Investment Costs, while rail freight transport prioritizes Standardization, Organizational Readiness, and Security and Privacy. For maritime freight transport, key factors include the Globalization Trend and Social Impact, reflecting the sector's global nature. The analysis concludes that maritime freight transport demonstrates the highest suitability for blockchain adoption, attributed to its global interconnectedness and higher potential for leveraging blockchain's benefits. Road transport follows, benefiting from flexible infrastructure requirements, while rail lags due to challenges in standardization and readiness. These findings provide a comprehensive understanding of blockchain adoption across modes, highlighting both universal and mode-specific considerations.

Originality: This article contributes uniquely to the intersection of blockchain technology and freight transport by analyzing mode-specific and common adoption priorities through a multi-dimensional lens. The integrated methodological approach enables a more nuanced assessment of blockchain adoption factors, tailored to the specific characteristics of road, rail, and maritime transport. By identifying critical factors and exploring their variation across modes, the research offers a deeper

understanding of how these elements influence blockchain adoption. This originality provides both theoretical advancement and a robust framework for future research, addressing critical gaps in freight transport and Industry 4.0 literature.

Research limitations/implications: The present study engages a sufficient number of experts to satisfy the methodological requirements of the adopted multi-criteria decision-making (MCDM) methods. However, future research could enhance the representativeness of the findings by incorporating a larger pool of experts, thereby offering a more comprehensive perspective on freight transport. Furthermore, the study could be extended by identifying cause-and-effect relationships and developing a hierarchical framework to gain deeper insights into mode-specific adoption of blockchain technology.

Practical implications: This study provides actionable insights for policymakers, transport operators, and technology developers by offering a structured evaluation of blockchain adoption priorities across road, rail, and maritime freight transport. The findings help stakeholders identify the specific factors driving blockchain adoption, such as Relative Advantage and Security and Privacy, while highlighting mode-specific considerations like Infrastructure Facility for road, Standardization for rail, and Globalization Trend for maritime transport. By ranking maritime freight as the most suitable mode for blockchain implementation, the study aids in prioritizing investment and deployment strategies in this sector. This practical guidance enables organizations to strategize blockchain adoption more efficiently, aligning with the unique requirements of each mode. The study also supports developing targeted policies that foster a seamless and sustainable integration of blockchain in global supply chain operations.

Social implications: The adoption of blockchain technology in freight transport carries significant social implications, which this study critically examines. By emphasizing factors like Security and Privacy, Globalization Trend, and Social Impact, the research underscores the potential of blockchain to enhance transparency, accountability, and trust in freight operations, benefiting society by reducing fraud, corruption, and inefficiencies. Maritime transport, prioritized in the study, plays a crucial role in global trade, and its blockchain adoption could ensure equitable resource distribution, improve safety standards, and foster international collaboration. For road and rail freight, blockchain can address issues like supply chain resilience and sustainability, contributing to job creation in technology-focused sectors while minimizing environmental footprints.

Keywords: ANP, Blockchain, Freight Transport, Fuzzy, Globalization, Industry 4.0, Internet of Things (IoT), MCDM, Road, Rail, and Maritime, TISM, Traceability and Transparency, UTAUT.

Solid Waste Management in the state of Telangana: Analysing the Finances of Urban Local Bodies

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ABSTRACT

The United Nations came up with the Sustainable Development Goals (SDGs) in the year 2015 to achieve the unfulfilled objectives of the Millennium Development Goals. The 17 goals are interconnected and reflect the three dimensions of social development: economic, social, and ecological aspects. The primary principles of SDGs can be categorized into goals focussed on the growth of Solid Waste Management (SWM) practices over time, namely: public health (SDG 3), environmental issues (SDG 6 & 13) and resource value (SDG 11), with more recent additions to climate change (SDG 13). The cost of addressing the impacts of these is much higher than the actual cost of management of solid waste. The SWM can be linked to 12 out of the 17 UN-SDGs as the primary utility which 2 billion people lack across the globe.

India with its massive population tops the chart of Municipal Solid Waste (MSW) generating countries with 277.1 million tonnes annually (World Bank, 2018). This is projected to be 543.3 million tonnes annually by 2050. However, per capita waste generation is low in India as compared to other countries and it is lower than the global average of 0.74 kg per person per day. A report by the World Bank claims that by 2050, the MSW generated is expected to be 3.40 billion tonne/year from 2.01 billion tonne/year in 2016. The rising volume of population accompanied by increased waste and land constraint will pose major challenge in building clean and sustainable cities across the globe. The situation can be grim for middle- and lower-income countries with high population in the coming years. Thus, it is imperative to study waste and various aspects of it in a detailed manner.

A detailed understanding of finances related to management of solid waste is imperative. The financing of waste management involves cost of setting up the necessary infrastructure and maintenance. It is different since the initial costs of setting up the infrastructure is costly and the expenditure on capital is subsidised or donated by national governments or international organizations. On a global scale, 20 percent of the subsidy is provided by national governments and rest is obtained through taxes and private organizations.

Multiple studies have been done on user fee to match willingness to pay and the ability of users. The adoption of user fee could lead to substantial reduction in MSW generated and management cost, resulting in lesser adverse impact on environment. However, the discovery of price or the fee in this case has been an arduous task. Decentralization of price setting and polluter pay principle must be brought in effectively for solving this issue. There is a failure of government rather than a failure of market in this process. The major issue in the current scenario being the increased cost of operation. User fee collected is not even half of the total operational cost of

waste management. Another instance from China showcases that the services offered to people in rural areas is free whereas the urban population pays USD 1.5 per month for such services.

For detailed understanding of inefficiency of local bodies (municipalities in this case), our study focuses on the cost of managing solid waste in the Urban Local bodies of the Telangana State. The formulation of Solid Waste Management services function comprises of input in terms of labour, capital, financial and managerial inputs. This helps us in measuring the impacts of the various inputs on the service of SWM by the ULBs of Telangana. We use multi variable regression analysis to estimate the impacts of different inputs in SWM services. The differentiated impact of labour, capital and financial inputs is analysed from the results. The model explains the impact of measures of municipal finance, explaining the importance of autonomy in financing for solid waste management.

The policy recommendations drawn from the analysis are focussed on the delegation of fiscal autonomy to local self-governments. Solid waste management should be financed through locally generated revenues in contrast to fiscal transfers received from the state or central governments. This finding is in contrary to the policy adopted by the union government in India. The centralized approach to solid waste management should be replaced with local planning and finance mobilisation.

Developing AI-driven Models for Predictive Maintenance in the Manufacturing Industry

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ABSTRACT

The primary area of focus for this research paper is the application of AI-driven predictive maintenance (PdM) within the manufacturing industry. This includes:

Exploration of AI Algorithms: Investigating various AI and machine learning (ML) techniques, such as deep learning and reinforcement learning, that are utilized for predictive maintenance.

Integration of IoT: Examining the role of the Internet of Things (IoT) in enhancing data collection, real-time monitoring, and the implementation of predictive maintenance strategies.

Data Analytics Methods: Evaluating different methodologies for processing and analyzing maintenance-related data to derive actionable insights.

Challenges and Best Practices: Identifying implementation challenges, such as data quality and integration complexities, and documenting best practices from successful case studies.

What Makes Indore the Cleanest City in India? A Case Study Based Analysis

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ABSTRACT

This study examines the recognition of Indore city of India as the cleanest city for the 7th consecutive year under the 'Swachh Survekshan Ranking'. This study investigates the key determinants that have contributed to Indore's outstanding performance in sanitation and waste management. It also explores the alignment of these initiatives with Sustainable Development Goals such as SDG-6 (Clean Water and Sanitation), SDG-11 (Sustainable Cities and Communities), and SDG-13 (Climate Action).

The study employs case analysis approach to identify and evaluate the factors driving Indore's success. These include the implementation of effective Public-Private Partnerships, innovative waste management strategies such as 3Rs (reduce, recycle and reuse), and active community engagement initiatives. This study highlights how these approaches, consistently implemented and make Indore a unique city to achieve cleanliness goals.

The findings of the study reveal the impact of community participation, with residents actively engaging in cleanliness drives to achieve city's sanitation objectives. Through a holistic evaluation this study highlights the policy, sustainability, and governance measures that can serve as a standard operating procedure (SOP) for other urban cities and contribute to sustainable development processes.

The findings of the study have implications for policy makers and regulatory bodies to think for actionable strategies that can benefit larger communities in the long term. This study also contributes to the growing literature on urban sustainability and provide practical case study for cities worldwide to improve their sanitation and waste management practices.

Keywords: waste management, public-private partnerships, community engagement, SDGs, Indore city

Innovative Waste Management in Offsite Manufacturing for Sustainable Construction Practices

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ABSTRACT

1. Rationale and Background for the Study

Climate change and sustainable development are two key challenges of the 21st century, with significant consequences for ecosystems, economies and societies. The construction industry is one of the significant sources of greenhouse gas emissions and depletion of resources and consumes approximately 37% of global carbon. Conventional onsite building construction process aggravates this issue by deteriorating material, energy consumption and waste production. Sustainably and efficiently, in the linear "take-make-dispose" mode of construction, it is necessary to further the perpetration of unsustainable resource use.

The pollution at construction sites, including dust, noise, and water pollution, makes the environment poorer. In addition, the finite nature of resources used by the industry, such as sand, steel, and cement, creates additional stress on the environment. In this context, the integration of circular economy principles—which emphasize resource efficiency, recycling, and waste minimization—offers a transformative approach to 'sustainable construction'.

Offsite manufacturing carried out in the controlled environment of component prefabrication, is consistent with circular economy principles through minimising waste, enhancing material efficiency, and improving energy performance. This study investigates the possibility of offsite manufacturing to mitigate the environmental issues associated with the built environment and facilitate sustainability efforts through resource sharing.

2. Research Objectives

The primary objectives of this research are:

1. To assess the environmental and economic advantages of implementing offsite manufacturing to replace conventional onsite constructions in the Indian construction industry.

2. To describe barriers and enablers to adopting circular economy principles using offsite manufacturing, such as policy holes, engineering impediments and stakeholder acceptance.

3. To develop a holistic framework for embedding circular economy principles in offsite construction to improve resource efficiency, reduce environmental footprint, and promote global sustainability objectives.

3. Methodology

The research methodology will follow a structured approach to achieve the stated objectives:

a) **Literature Review:** The study's conceptual framework will be set out in a literature review of articles, case studies, and reports on circular economy practices and offsite construction practices. This includes research into successful foreign rollouts, such as the European Union's Horizon 2020 project and green construction programs.

b) **Stakeholder Interviews:** Semi-structured interviews with key stakeholders (policymakers, construction professionals, and sustainability experts) will give a deep insight into existing practices. However, the benefits that can be seized when circular economy principles are implemented offsite rather than onsite manufacturing must be considered.

4. Findings and Practical Implications

a) **Enhanced Resource Efficiency:** Offsite fabrication is projected to yield substantial material savings of up to 40%, reduce construction duration, and enhance energy performance by accurately pre-fabricating components. When these industries aim to increase the efficiency of resource consumption, the construction industry can diminish the role of raw materials by adopting a more sustainable approach.

b) **Reduced Environmental Impact**: Offsite manufacturing adoption will reduce greenhouse gas emissions, mitigate construction-site pollution, and improve waste management. These results coincide with worldwide efforts towards carbon neutrality in 2050.

c) **Scalable Business Models for Sustainability:** The study will suggest business models for sustainable offsite production using modularity, recyclability, and waste minimization. These models will give construction companies a blueprint for growth that respects sustainability principles.

d) **Stakeholder Engagement:** The research will emphasize the importance of collaboration among stakeholders, including government bodies, private sector players, and academia, to foster innovation and accelerate the adoption of circular economy principles in the construction sector.

5. Conclusion

The shift to offsite fabrication, fostered by circular economy principles, presents a practical solution to environmental issues in the construction industry. Offsite construction can change the industry by reducing waste, improving resource utilization and decreasing carbon emissions.

This work highlights the critical contribution of offsite fabrication to achieving the circular economy, in keeping with global targets for climate change and

sustainability. This successful transition will necessitate a concerted effort by construction company owners, policymakers, industry leaders, and society to adopt new practices and develop sustainable business models.

Synergistic policy support, technological development, and stakeholder engagement will be critical for upscaling offsite manufacturing and weaving circular economy values into everyday construction practices. In the long term, however, this approach cannot only minimize the construction sector's ecological load but also offer economic opportunities and benefit social life.

Digital David vs. Infrastructure Goliath: How Emerging Markets Outmaneuver Developed Economies

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ABSTRACT

This study challenges conventional wisdom about infrastructure advantages in digital transformation. Through comparative analysis of telecommunications and digital payments sectors in India and the United States (2015-2021), we uncover how emerging markets leverage their infrastructure gaps to accelerate digital innovation. Our mixed-methods approach reveals that the absence of legacy infrastructure, traditionally viewed as a disadvantage, enables faster deployment of digital services and more integrated customer solutions. Analysis of India's telecommunications and unified payments interface (UPI) implementations demonstrates how clean-slate approaches outperform traditional sequential development. We introduce the "infrastructure advantage of absence" framework, identifying when simultaneous infrastructure and service development surpasses established market approaches. This research contributes to digital transformation theory by demonstrating how emerging markets transform apparent disadvantages into strategic advantages, offering insights for both emerging and developed market stakeholders.

Keywords: digital transformation, emerging markets, infrastructure development, telecommunications, digital payments

Next-Generation Technology Enabled Digital-Logistics Supply Chain 5.0 Tailing in India

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ABSTRACT

Abstract: Around the world, traditional manufacturing industry is in the throes of a digital transformation that is accelerated by exponentially growing technologies (e.g. *intelligent robots, autonomous drones, sensors, 3D printing).*

Disruptive *innovations* are currently changing the landscape of many industries and their business models. Because of increasingly *digitalized processes* along with *human-machine collaboration, customization, and sustainability* and an exponential growth of sensible data, supply chains are also impacted by the *Fifth industrial revolution*.

Behind the scenes of the world's leading industrial companies, a profound *digital transformation* is now underway. Industrial leaders are digitising essential functions and processes. They are enhancing their product portfolio with digital functionalities and are investing in data analytics as a foundational capability to drive innovation and significant improvements in efficiency. *In India as well, we see industrial companies planning to dramatically increase their overall level of digitisation.*

Choosing a path through the *Futuristic Technology Enabled Supply Chain 5.0* technologies that Industry 5.0 offers is hard enough, but with uncertainties generated by the *pandemic COVID-19*, perhaps the universe of viable options has become smaller and more manageable, and the business cases clearer.

The term *Industry 5.0* stands for the *fifth industrial revolution could approach that emphasizes **human-machine collaboration, customization, and sustainability*. **'Industry 4.0'** stands for the *fourth industrial revolution*. Other related terms include **'Industrial Internet'** or **'digital factory'**, although neither takes as complete a view. While *Industry 3.0* focussed on the automation of single machines and processes, Industry 4.0 concentrates on the end-to-end *digitization* of all physical assets and their integration into digital ecosystems with value chain partners. Generating, analyzing and communicating data seamlessly underpins the gains promised by Industry 4.0, which networks a wide range of new technologies to create value.

The present paper provides a brief overview of exploring *opportunities and challenges* encountered by the *Futuristic Technology Enabled* Supply Chain 5.0.

Keywords: (*Industry 4.0, Supply Chain, Organizational Change, Innovation*)

Purpose: The present paper provides a brief overview of exploring *opportunities and challenges* encountered by the *Futuristic Technology Enabled* Supply Chain 5.0.

Design/methodology/approach: Both primary and secondary data have been used for the analysis. attempts to review the earlier studies in relation to technology enabled digital logistics & supply chain. Further it describes the methodology adopted including the sampling design, the collection of data, method of analysis, tools of analysis and concepts used.

Findings: presents the summary of findings, conclusion and the suggestions based on the findings and also on the policy implications.

Originality: The present paper provides a brief overview of ***opportunities and challenges*** encountered by the emerging digital Logistics & Supply Chain Practice for sustainable growth in India's economy

Research limitations/implications: to be finding out study and potential implications for future research.

Keywords: *Industry 4.0, Supply Chain, Organizational Change, Innovation*

Way Forward Sustainable Public Procurement – Vital Need of Future in Bharat

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ABSTRACT

Environmentally Preferable Purchasing or Sustainable Procurement or Green Procurement is a spending and investment process typically associated with *Public Policy**, although*** it is equally applicable to the *Private Sector*. It is linked to the wider agenda of *Sustainable Development**.*** Sustainable Procurement could yield positive economical benefits for private companies in terms **of "Risk Management", "Cost Reduction" and "Revenue Growth".**

Today's highlighted agenda is to raise ***environmentally responsible consumption*** and ***production to recover environmental quality, reduce poverty*** and bring about ***economic growth*****,** with resultant improvements in ***health, working conditions, and sustainability.***

This paper analyses the various challenges and opportunities associated with theoretical assumptions about ***Green Purchasing and Green Supply Chain Business Practices*** in India.

Keywords: (*Environment, Sustainable, Procurement, Economic, Supply Chain, Practice,*

Purpose: The present paper provides a brief overview of exploring ***opportunities and challenges*** encountered by the ***Sustainable Public Procurement***

Design/methodology/approach: Both primary and secondary data have been used for the analysis. attempts to review the earlier studies in relation to ***Sustainable Public Procurement*** & supply chain. Further it describes the methodology adopted including the sampling design, the collection of data, method of analysis, tools of analysis and concepts used.

Findings: *presents the summary of findings, conclusion and the suggestions based on the findings and also on the policy implications.*

Originality: The present paper provides a brief overview of ***opportunities and challenges*** encountered by the emerging sustainable supply chain practice for sustainable growth in India's economy

Research limitations/implications: to be finding out study and potential implications for future research.

Keywords: *Environment, Sustainable, Procurement, Economic, Supply Chain, Practice*

A Review of Trends and Applications of Big Data Analytics in IT Operations

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ABSTRACT

With the revolutionary capabilities in data management, real-time monitoring, and decision-making processes, big data analytics has brought about a significant shift in the current state of IT operations. This paper summarises major findings and suggests future directions by providing a thorough analysis of big data analytics trends and applications in IT operations. It does this by referencing a large body of prior research. The procedures of looking through vast and diverse quantities of data—referred to as big data—in order to find hidden patterns, unidentified relationships, market trends, consumer preferences, and other important business information are referred to as big data analytics. The IT industry is using this technology more and more to increase productivity, forecast system breakdowns, allocate resources optimally, and boost overall service delivery.

The analysis starts out by charting the development of big data analytics in IT operations and highlighting important advances in technology and their effects on the industry. The shift from conventional IT management techniques to data-driven approaches—which make use of the vast amount, speed, and diversity of data produced by contemporary IT infrastructures—is emphasised. Important developments in the use of big data analytics in IT operations are noted and explored. These include real-time analytics, which allows for quick insights and responses to ongoing activities; prescriptive analytics, which offers recommendations based on data analysis to optimise IT performance and decision-making; and predictive analytics, which uses historical data to predict future events and potential system failures. It also examines how big data analytics can be integrated with artificial intelligence (AI) and machine learning (ML), emphasising how these technologies improve IT operations' predictive and prescriptive capabilities.

The study also looks at a number of real-world uses for big data analytics in IT operations. Among the notable applications are capacity planning, where analytics forecast future resource requirements to guarantee that IT infrastructure scales effectively with demand; security analytics, which involves analysing data to detect and respond to cyber security threats; and performance monitoring, where analytics tools track and analyse system performance metrics to identify inefficiencies and optimise operations. To demonstrate these uses in practical settings, case studies of top companies that have effectively integrated big data analytics into their IT operations are provided.

The review also discusses the advantages and difficulties of using big data analytics in IT operations. Gains include lower costs, better decision-making skills, proactive problem-solving, and increased operational efficiency. Nevertheless, issues including

data privacy worries, the difficulty of organising and combining big data sets, and the requirement for qualified staff to understand and act upon analytics findings are also covered.

The study concludes by highlighting the important role that big data analytics will play in influencing IT operations going forward. To solve the current issues and completely realise the potential of big data analytics, it necessitates continued study and development. There are recommendations for future research directions that include the creation of increasingly complex analytics tools, methods for improving data management and integration, and frameworks for guaranteeing data security and privacy.

This paper offers a great resource for IT professionals, researchers, and decision-makers who aim to comprehend and harness the potential of big data analytics in IT operations through the synthesis of current research. The knowledge gathered from this evaluation can help with operational and strategic planning, which will ultimately result in more robust, effective, and efficient IT infrastructures.

Enhancing SME Performance: The Role of Market Orientation in Uttar Dinajpur's Food and Beverage Industry

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ABSTRACT

SMEs are vital to economic growth, especially in regions like Uttar Dinajpur, India. This study examines how market orientation—encompassing customer orientation, competitor orientation, and interfunctional coordination—impacts the performance of food and beverage SMEs. Using a quantitative approach with Structural Equation Modelling (SEM), the study highlights a strong positive relationship between market orientation and performance. Customer orientation drives financial growth, competitor orientation boosts market share, and interfunctional coordination enhances operational efficiency. These findings emphasize market orientation as a key strategy for SME competitiveness and sustainable growth.

Keywords: SMEs, Market Orientation, Customer Orientation, Competitor Orientation, Strategic Performance, Food and Beverage Industry, Sustainable Growth

Introduction

Small and medium enterprises play a vital role in the economic development of many countries, including India. The proposed research topic "Enhancing SME Performance: The Role of Market Orientation in Uttar Dinajpur's Food and Beverage Industry" focuses on investigating the impact of market orientation on the performance of small and medium-sized enterprises (SMEs) in the food and beverage sector of Uttar Dinajpur, India. This study aims to explore how adopting a market-oriented approach can potentially improve the competitiveness and overall performance of SMEs in this specific region and industry. The specific research problem here analysed "How does market orientation affect the strategic performance of food and beverage sector micro and small-scale manufacturing units in Uttar-Dinajpur" to satisfy the identified research gap which is a lack of comprehensive understanding of how different dimensions of strategic orientation impact the performance of micro and small-scale manufacturing units, particularly in the context of less urbanized regions like Uttar-Dinajpur.

Research Objective

- To assess the impact of different strategic orientations (market, innovation, learning, and entrepreneurial) on the performance of micro and small-scale manufacturing industries in Uttar-Dinajpur.

- To analyze the mediating role of organizational capabilities in the relationship between strategic orientation and performance

Review of Literature: Market orientation has been identified as a key strategic orientation that can enhance the performance of SMEs. Specifically, market-oriented SMEs are better able to understand and respond to customer needs, leading to improved business outcomes. In the context of Uttar Dinajpur's food and beverage industry, market orientation may be particularly important, as SMEs in this sector need to closely monitor changing consumer preferences and adapt their offerings accordingly.

Methodology: This study employs a quantitative research design to analyze the relationship between market orientation and the performance of food and beverage SMEs in Uttar Dinajpur. Data were collected through structured questionnaires targeting SME owners and managers, using a stratified random sampling method. The questionnaire measured three dimensions of market orientation (customer orientation, competitor orientation, and inter-functional coordination) and performance metrics (financial, market, and operational).

Descriptive statistics and inferential analyses, were conducted to assess the impact of market orientation on performance. Structural Equation Modelling (SEM) used to test the overall model and explore mediating effects. The methodology ensures a comprehensive understanding of how market orientation drives SME performance in the region.

Result: The study anticipates a significant positive relationship between market orientation and the performance of food and beverage SMEs in Uttar Dinajpur. Customer orientation is expected to have the strongest impact, driving financial growth and customer satisfaction. Competitor orientation is likely to enhance market share, while interfunctional coordination is anticipated to improve operational efficiency. Additionally, the study expects organizational culture and efficiency to mediate these relationships, further strengthening the overall performance. These results will highlight the critical role of market orientation in fostering SME competitiveness and sustainable growth.

Conclusion: Market orientation significantly enhances the performance of food and beverage SMEs in Uttar Dinajpur by improving financial growth, market share, and operational efficiency. Customer orientation emerged as the strongest driver, supported by competitor orientation and interfunctional coordination. Mediating factors like organizational culture further amplify these effects. This study underscores the importance of adopting market-oriented strategies to boost SME competitiveness and sustainable growth, providing valuable insights for business owners and policymakers in less urbanized regions.

Visualizing / Mapping the Knowledge Domain on Mindfulness, Knowledge Hiding, Digitalization, and Project Performance – A Bibliometric Approach

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ABSTRACT

Purpose: The purpose of this paper is to review knowledge domain on Mindfulness, Knowledge Hiding, Digitalization and Project Performance.

Design/methodology/approach: This study applies bibliometric approach to detect the knowledge evolution, domain and frontier with a broader search scope compared with the manual review. This study investigated 749 papers on Mindfulness, 377 Papers on Knowledge Hiding, 323 Papers on Digitalization, and 716 papers on Project Performance. Moreover, this study discusses the fundamental concept of Mindfulness, Knowledge Hiding, Digitalization and Project Performance, analyses the current research findings, identifies relevant gaps and sheds light on future direction.

Findings: Findings observed that the interactions between Mindfulness, Knowledge Hiding, and Digitalization on Project Performance.

Originality: To the best of the authors' knowledge, this review is the first to collectively review the Mindfulness, Knowledge Hiding, Digitalization, and Project Performance.

Research limitations/implications: This review has important constraints relevant to employed Scopus database, the selection of keywords and bibliometric study dependency on quantitative data.

Keywords: Mindfulness, Knowledge hiding, Digitalization, Project Performance, Bibliometric Analysis.

Introduction: A report by Medibuddy and CII reveals that 62% of Indian employees are experiencing job burn out due to work related stress and poor work life balance. This figure much higher than international 20% average. (Economic Times, 2024). This issue is prevalent in Oil and Gas and petrochemical sector.

Theories of management and organization have often originated from solving a practical question and its "tension, " which refers to "a wide variety of dichotomies, dualities, conflicts, inconsistencies and contradictory pulls or demands experienced by those in a particular setting that appear to represent different and contradictory poles and, as such, seem to require a choice of one or the other" (Bartunek and Rynes, 2014). In recent years, Mindfulness, Knowledge Hiding, Digitalization are the emergence of known modern business landscape is rapidly changing and relying on digitalization or digital transformation. Amidst these dynamics the role of human

factors such as mindfulness and knowledge management, has emerged as a critical determinant of project success. Mindfulness, as a mental state marked by focused attention and acceptance, has been increasingly recognized for its potential to enhance individual and organizational performance. Conversely, knowledge hiding, the deliberate concealment of information, can significantly impede project outcomes. Digitalization, while offering unprecedented opportunities for knowledge sharing, also presents challenges related to information overload and security concerns.

Given the intricate interplay of mindfulness, knowledge hiding, digitalization, and project performance, a comprehensive understanding of the existing research landscape is imperative. This study aims to conduct a bibliometric analysis to map the intellectual structure of this research domain, identify emerging trends, and pinpoint knowledge gaps. By systematically examining the published literature, we seek to provide a foundation for future research and practical applications in managing project-related challenges in the digital age.

This study will contribute to the existing body of knowledge by offering a structured overview of the research field, identifying key authors, influential publications, and collaborative networks. Furthermore, by analysing the co-occurrence of keywords and citation patterns, we aim to uncover the underlying thematic structure of the research and identify potential areas for future research.

The study has outlined the following research objectives to achieve its purpose:

It is crucial to get a comprehensive understanding of the underlying concepts of Mindfulness, Knowledge Hiding, Digitalization, and Project Performance.

TRACK 5: INFORMATION SYSTEM MANAGEMENT

9Cs Digital Inclusion Assessment Framework: A Practical Tool for Digital Inclusion Studies

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ABSTRACT

This study introduces a novel 9Cs Digital Inclusion Assessment Framework, comprising a comprehensive set of indices aimed at evaluating digital inclusion, particularly in developing countries. The framework addresses key gaps identified by previous studies on digital inclusion indexes by providing a structured approach to measure telecom service availability (Coverage), service reliability (Confidence), affordability and adoption (Capacity), digital literacy (Capability), and local language content (Content), user engagement (Consumer), and adoption of digital services (Consumption). We recommend two additional indices to assess the availability of public services (Convenience) and market offerings (Competition) and add a few more sub-indices under the index used by international organizations, thereby complementing existing efforts of international organizations such as the ITU, GSMA, and the Alliance for Affordable Internet.

By offering a multi-dimensional analysis, the 9Cs framework is particularly relevant for setting goals and policy interventions in regions struggling with digital access disparities. The framework not only provides insights into infrastructural gaps but also emphasizes the importance of contextual factors such as language and affordability, making it a valuable tool for inclusive digital development strategies. This paper discusses the implications of the 9C indices in light of existing frameworks and provides recommendations for their use in future digital inclusion studies and policy design, focusing on the unique challenges developing nations face.

Salu Bot: A Large Language Model Approach for Enhancing Rural Healthcare Assistant

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ABSTRACT

In rural areas like Western Odisha, India, the healthcare system faces numerous challenges. The limited availability of doctors leads to long wait times and inadequate post-treatment care, including follow-ups and diet plans. Many patients rely on private healthcare without fully understanding the services they receive, due to a lack of information and health literacy. Language barriers further exacerbate the situation, as most healthcare resources are available in English, making it difficult for Odia-speaking populations to access essential information. This communication gap and the lack of connection to appropriate healthcare providers contribute to delayed and suboptimal health outcomes. In addition, there are several individual doctors who do not have any website to provide their information. The advent of technologies like deep learning, text mining, digital assistants, IoT, and 5T is revolutionizing many fields, yet these innovations are underutilized in rural healthcare. This motivated us to develop Salu Bot, a digital assistant for rural populations, providing trustworthy health information before and after check-ups and diagnoses. Built with a React Native frontend and Rasa framework backend, Salu Bot integrates a fine-tuned language model for communication. We trained the model using publicly available data from Western Odisha and implemented Google Translate for language support. The bot can also collect input from doctors and scrape hospital data, with plans to expand its capabilities in the future. In rural areas like Western Odisha, India, the healthcare system faces numerous challenges. The limited availability of doctors leads to long wait times and inadequate post-treatment care, including follow-ups and diet plans. Many patients rely on private healthcare without fully understanding the services they receive, due to a lack of information and health literacy. Language barriers further exacerbate the situation, as most healthcare resources are available in English, making it difficult for Odia-speaking populations to access essential information. This communication gap and the lack of connection to appropriate healthcare providers contribute to delayed and suboptimal health outcomes. In addition, there are several individual doctors who do not have any website to provide their information. The advent of technologies like deep learning, text mining, digital assistants, IoT, and 5T is revolutionizing many fields, yet these innovations are underutilized in rural healthcare. This motivated us to develop Salu Bot, a digital assistant for rural populations, providing trustworthy health information before and after check-ups and diagnoses. Built with a React Native frontend and Rasa framework backend, Salu Bot integrates a fine-tuned language model for communication. We trained the model using publicly available data from Western Odisha and implemented Google Translate for language support. The bot can also collect input from doctors and scrape hospital data, with plans to expand its capabilities in the future.

Leveraging Artificial Intelligence for Business Analytics: A Comprehensive Review Leveraging Artificial Intelligence for Business Analytics: A Comprehensive Review

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ABSTRACT

Artificial Intelligence (AI) has revolutionized business analytics by enabling organizations to derive actionable insights from extensive and complex datasets. This paper provides a comprehensive review of AI's role in generating insights and offering guidance for business analytics. It traces the evolution of AI technologies, explores various AI techniques applied in business analytics, and examines their real-world applications through case studies. The paper also discusses the challenges related to bias when leveraging AI-driven insights in decision-making processes.

Additionally, the paper includes a survey conducted among professionals, offering insights into current AI usage patterns, preferred AI tools, and the perceived accuracy and trust in AI-generated insights. It further highlights the key challenges professionals face in utilizing AI for business analytics. These practical insights help frame the integration of AI in modern business contexts.

The primary contributions of this paper include a thorough review of existing literature, a detailed examination of AI techniques, an analysis of real-world applications and case studies, identification of the challenges, and recommendations for future directions. By synthesizing academic research with professional perspectives, this survey offers a grounded understanding of the growing role of AI in business analytics and the impact it has on modern decision-making processes. The findings offer a balanced view of both the opportunities and the complexities associated with AI-driven business analytics, laying the groundwork for future exploration in this rapidly evolving field.

Impact of Automation on Sustainability in the Apparel Industry: An Expert Opinion

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ABSTRACT

Purpose: Sustainable development goals have become an essential part of the apparel industry with Europe and the US focusing on achieving targets rigorously. However, the authors find India may not be on par with these nations.

Design/methodology/approach: The researchers interviewed 10 experts on the subject domain - academicians and professional designers from the Fashion industry located in premium Fashion Institutions of Delhi NCR to understand their opinions on the impact of automation on sustainability in the Apparel Industry. The qualitative focus group discussion revolved around automation-sustainability-customer experience in pre-production, production, and post-production phases; end-of-life usage and recycling; the role of technology; comparing online stores with offline stores for sustainability parameters; sustainable advertising channels; sustainable supply chain management; and so on. Qualitative content analysis was conducted on the response received.

Findings: The study revealed that the West has seen significant development concerning AI, IOT, Robots, Computerization, Mechanization, 3D Printing, etc. being applied to the apparel management domain that India significantly lacks. However, few companies lead by example in India but are scarce in number.

Originality: The paper culminates into suggestions for Indian manufacturers and small brands of apparel and fashion domain to incorporate SDGs and automation to significantly enhance customer experience and also benefit the planet and various stakeholders.

Implications:
Practical Implications: The paper intends to introduce policy level transformation amongst the Indian apparel manufacturers and dealers in reference to sustainable production. It highlights the inclination of the Generation-Z customers (contributing to 40% of the global customer base in 2020) towards sustainable fashion, the gap between Indian and international apparel manufacturers and thereby encouraging them to go sustainable.

Social Implications: Being the third-largest manufacturing sector in the world, the fashion industry can have a big impact on social and environmental development because of its unsustainable methods. Both the fashion industry and the communities it serves can benefit socially from sustainable fashion via fair wages, safe working conditions, economic stability, environmental education and diversity and inclusion.

Keywords: Automation, Sustainability, Apparel Industry, Fast Fashion, Customer Experience, India, SDGs

Hyper-automation: Redefining Efficiency and Workforce Dynamics in the Digital Era

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ABSTRACT

This research paper investigates the revolutionary power of hyperautomation in transforming workforce dynamics and business operations. The primary objective is to investigate how integrating Robotic Process Automation (RPA), Artificial Intelligence (AI), Machine Learning (ML), and Natural Language Processing (NLP) improves operational efficiency, decision-making, and workforce responsibilities. The study investigates the evolving relationship between human workers and intelligent systems, emphasizing the transition from manual, repetitive jobs to strategic, decision-making responsibilities.

The research employs a literature review and case study analysis methodology, drawing on recent studies, industry reports, and successful implementations in a variety of industries, including healthcare, finance, and manufacturing. The paper highlights that process mining is an essential tool for organizations aiming to improve their operational workflows by leveraging data analysis and optimizing processes.

The key findings show that hyperautomation dramatically reduces processing time and operating expenses while enhancing productivity and accuracy. The combination of AI and machine learning improves cognitive capacities, enabling automation of complicated tasks that required human judgment. However, hyperautomation needs workforce upskilling and raises ethical concerns about transparency and job displacement.

The study concludes that hyperautomation represents an important turning point in business automation, significantly affecting both organizational efficiency and employment dynamics. To realize the full potential of hyperautomation, organizations must strategically integrate it with commercial goals while also addressing workforce and ethical concerns.

Role of Cloud Computing in Enterprise Systems

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ABSTRACT

A Cloud is a type of parallel and distributed system consisting of a collection of inter-connected and virtualized computers that are dynamically provisioned and presented as one or more unified computing resource(s) based on service-level agreements established through negotiation between the service provider and consumers.

The adoption of cloud computing by enterprisers has gained momentum over the last few years.

Cloud computing is one type of architecture to provide computing services via internet on demand and pay-per-use access to a pool of shared resources namely networks, storage, servers, services and applications, without physically acquiring them. So it saves managing time & cost for organizations. Many industries, such as banking, healthcare and education are moving towards the cloud due to the efficiency of services such as pay-per-use pattern based on the resources such as processing power used, transactions carried out, bandwidth consumed, data transferred, or storage space occupied etc. In this architecture, client data are stored and maintain in the data centre of a cloud provider like Google, Amazon, Salesforce.som and Microsoft etc. There are various research challenges such as service level agreement (SLA), privacy, interoperability and reliability.

The ultimate objective of cloud computing is maximization of value creating and minimization of value destructions. Success in all these would accelerate sustainable growth & prosperity of humanity in an improved global environment.

RESEARCH OBJECTIVES:

- This research study is to bring out the role of Cloud Computing in Enterprises Systems. A memorable growth will be seen in terms of Data Centers, Cloud Usage and Digital usage.

- To understand the cloud computing in terms of Profile, Tools, Applications and Challenges.

- To explore the skills needed by enterprises to work with cloud computing.

- To explore the changes that cloud computing would bring in Enterprise's function.

- T identify barriers, risks and challenges in the effective management of cloud computing.

- To provide summary discussion and conclusion.

RESEARCH METHODOLOGY:

The research methodology consists of the following stages:

Stage -1 To Design the service models i.e. IaaS, PaaS, SaaS

Stage -2 To develop Cloud Deployment Models:

- Private Cloud

- Community Cloud

- Public Cloud

- Hybrid Cloud

Stage-3 To Design SLA (Service Level Agreement) – To provide Service from

Cloud Service Providers to Consumers.

Stage-4 Design of an Information System

Stage-5 Information Storage

Stage-6 Report Generation

Stage-7 Summary discussion & Conclusion

MAJOR FINDINGS:

- This research study has examined the role of cloud computing in promoting sustainability in businesses Following are the major findings:

- Cloud computing can help enterprises and report their environmental, social and economic impacts as well as align their strategies and practices with sustainability goals.

- Cloud computing also facilitate decision making and innovation for sustainability and enhance transparency.

- However, there are some challenges & barriers that hinder the adoption and implementation of cloud computing for sustainability such as lack of standards and support.

Keywords: **Cloud,** SLA, Privacy, Interoperability, Reliability, Data Center, IaaS, PaaS, SaaS

Concept for Empowering Maintenance Efficiency and Employee Well-being: Digital Assistant for Maintenance

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ABSTRACT

In the era of Industry 4.0, we have witnessed many technological advancements, including sensors, IoT, AI, and cloud computing, which have profoundly reshaped the landscape of Industrial Maintenance. These advancements hold vast potential. AI analytics, encompassing components such as machine image data analytics, audio data analytics, operational sensor time series data analytics, and maintenance text mining, are integral to this transformation. However, the separate implementation of these components poses challenges for operators, impeding the seamless inspection and scheduling of maintenance actions due to the lack of integration within a unified platform. Additionally, needing protective clothing and accessories when accessing predictive maintenance tools adds complexity. To tackle these challenges, we aim to adhere to the principles of Industry 5.0, emphasizing human-centric technologies. We focus on presenting a concept that can utilize explainable AI in Predictive maintenance and seamlessly integrates the mentioned analytical components with a voice assistant. This framework empowers operators to use voice commands to evaluate equipment and monitor industrial maintenance status. By leveraging voice-activated maintenance, the capabilities of the voice assistant are extended to provide manual instructions and insights related to equipment maintenance, thereby offering comprehensive support to operators. The test results state that platform users will continue to be willing to use it if the platform is easy to use and they have the device to run the application.

Enhancing Strategic Layout Planning Phase with Advanced 3D Visualization Technologies

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ABSTRACT

Purpose: Strategic layout and factory planning are key stages in any company's lifecycle, during which management makes decisions about manufacturing sites, infrastructure, and future development opportunities. This study describes a unique 3D Visualization technique for converting typical 2D layout drawings into dynamic, interactive 3D models. This strategy uses real-world components like highways, railways, topographic, logistical pathways and Vehicle Movement Simulations. This enhanced visualization dramatically improves decision-making processes by presenting a realistic and comprehensive view of probable project outcomes.

Design/methodology/approach: The art of visualization has always played an important part in information representation, from early map-making to modern computer graphics. The ability to visualize future situations and scenarios is crucial in new Factories' production planning. Modern systems convey information in novel ways that considerably improve our understanding and decision-making abilities by merging technology such as image processing, powerful computer graphics, and simulation. The phrase "3D Visualization" refers to a set of approaches for creating lifelike visuals that communicate ideas and aid problem solving in an immersive setting.

Findings: In industrial applications, 3D visualization has progressed from elementary wireframe models to complex, photorealistic simulations. These visualizations are critical in layout and manufacturing planning because they allow stakeholders to imagine the entire outer operating setup, including parking lots, outbound areas, truck circulation, and logistics. AutoCAD, MicroStation, and Lumen RT are the most often used software systems for making these models, with each offering specific features that range from simple model development to elaborate scene simulations with animated aspects.

Originality: Our revolutionary visualization approach combines MicroStation and Lumen RT to create realistic and precise 3D models that incorporate both existing and new industrial elements.

The detailed steps include:

1. Model Creation: We use MicroStation to create detailed as-built and fresh factory models. This data is stored within our own MB Internal System, which ensures data integrity and accessibility.

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2. Topographical image integration: This critical stage is entering geographic data in the form of Pictures into MicroStation, which is then accurately scaled and matched with 3D models to assure correctness.

3. Rendering and Simulation: The completed models are uploaded to Lumen RT, where they are rendered with realistic textures, ambient conditions, and dynamic components like car motions and weather changes. The rendered models are then turned into Pictures & video.

Research limitations/implications: While 3D visualization technology was initially used in the automotive industry, its potential applications are substantially broader. In architecture, it enables a virtual walkthrough of structures before construction begins, giving users a tangible feeling of space and design. It is used in urban planning to visualize new developments in relation to existing cityscapes.

Practical implications: This technique is being used practically in the initial Concept planning stages. By seeing the complete factory layout in 3D, including incoming logistics and vehicle movements, stakeholders may make more informed decisions about resource allocation, workflow management, and future growth. This has resulted in a significant boost in operational efficiency and a reduction in planning time.

Social implications: The key advantages of using 3D visualization are increased planning accuracy, shorter project durations, and better stakeholder communication. However, issues such as expensive initial setup costs, the requirement for specialized training, and interaction with existing systems remain. Looking ahead, the future of 3D visualization lies in using more advanced AI and machine learning algorithms to better predict project outcomes and automate elements of the planning process.

Keywords: *3D Visualization, MicroStation, Lumen RT, CAD, Automotive Industry, Strategic Planning, Real-Time Rendering.*

Innovative Smart Homes: How IoT Drives Transformation Beyond Efficiency for Enhanced Living Spaces

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ABSTRACT

This research will explore a world of smart homes and what the future holds for it. The Internet of Things (IoT) has emerged as the new frontier in the digital world, and the innovative change in how people and things connect with technology. The concept of smart homes implies individual smart devices that interact with each other as an integrated system. By possessing the ability to automate and control different aspects of homes, people can experience levels of comfort like no other and convenience to boot. Switching lights on and off, setting comfortable temperatures suitable for everyone in the house, managing energy usage, and even assigning chores involving housework to smart devices have made homes into smart spaces.

Purpose: Our main objective of the research is why shall people shift to smart homes. The research will examine the current state of IoT in homes, what is the need of hour to shift into smart homes, the technology needed to achieve it. The research will show the current trends on how IoT is automating the surrounding environment. The research will accentuate how IoT in smart homes improve efficiency, home safety and enhance convenience and comfort. The research will also recognize the challenges associated with integrating IoT with smart homes, such as privacy concerns, data breaching and interoperability problems.

Methodology: The various methods that will be used in order to gather primary data for the study include: To conduct the first research activity, we will make use of a self-administered questionnaire that will be administered on different respondents from different sample segments. The questionnaire format will comprise of simple multiple choice questions on a 5 pointer scale to determine the amount of knowledge that the participants have in relation to IoT. Furthermore, we will do correlation and different tests for testing the hypothesis.

Findings: IoT technology in smart homes enhances productivity, security, ease, and comfort by providing:

- Secured home systems

- Voice activated features for easy access and relaxation

- Proper lighting, management of energy.

However, challenges remain:

- Privacy and security

- Device compatibility problems

Conclusion: The present study has established that IoT has greatly impacted the efficiency and effectiveness of homes that have incorporated it in its operations. Concerns over privacy and security, compatibility, lack of standardization, are undeniable but we are confident that IoT technology has the potential to transform our living environments into effective, secure, comfortable smart nests. Moving forward further in the process of integrating IoT in smart homes, we firmly believe that it has significant potential for the future of smart homes, or how we shall live in our environments.

Implications and Recommendations: The impact analysis of IoT in smart homes reveals that IoT will make people more dependent on technology and thus on many aspects of their lives, increase data privacy and security concerns. In order to respond to these challenges, we should provide strict privacy and security measures; put into practice clear guidelines for the product interaction with other devices; and promote a sensible use of connected objects with the human factor in mind.

Future Directions: Future research should be focused on the interdisciplinary approach to the implementation of the IoT concept of smart homes, education and training program that would embrace industry experience and social and ethical issues. However, the major gaps include is mass popularisation of IoT possible? What has to be done to it? Second, localisation of IoT and its consequences should be a subject for research.

The E-commerce and Metaverse: Examining the Potential Use of Metaverse and the Moderating Role of Sustainability Commitment

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ABSTRACT

Metaverse technology is transforming and reshaping the way e-commerce businesses operate and it is imperative for companies to use Metaverse for surviving in this digital arena. The extant metaverse acceptance research discusses the consumer outlook and there is a dearth of investigation related to e-commerce companies' perspective. Therefore, this novel research explores the factors influencing the potential use of metaverse by e-commerce companies. The proposed model in this research is developed using the Technology-Organization-Environment (TOE) and Task Technology Fit (TTF) models. This study surveyed 398 e-commerce companies and analysis of collected data was done using PLS-SEM to validate the model. The results revealed that: The *Technological factors*- IT infrastructure positively influence the adoption intention of the Metaverse and perceived risk and complexity negatively influence adoption intention. The *Organizational factors*– Absorptive capacity and sustainability awareness positively influence and perceived cost negatively influence the adoption intention of Metaverse. The *Environmental factors*- competitive pressure and support from vendors positively associated with the adoption intention of Metaverse. Further, it is revealed that the adoption intention of Metaverse influences the potential use of Metaverse and the sustainability commitment of the organization positively moderates this association. Also, it was found that Task technology fit positively influences the potential use of Metaverse. This unique study developed a new model for potential use of the Metaverse and revealed the importance of the sustainability commitment of organizations. This work extends the literature on the acceptance of innovative e-commerce technologies, sustainability and digital transformation of e-commerce. This research has implications for managers of e-commerce companies to develop strategies to adopt new technology like metaverse and contribute to Sustainable Development Goals (SDGs).

Keywords: Metaverse, TOE, Task Technology Fit, Sustainability commitment, E-commerce, PLS-SEM

AI-Driven Personal Finance Application: Leveraging AI and ML for Simplified Risk Analysis and Goal-Based Financial Management

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ABSTRACT

Introduction: As observed in the current financial environment, the need for easy-to-use and efficient functional tools for individual financial management is the key factor given the complexity and variety of financial instruments existing now. This need can be succinctly met using AI and ML technologies as they can deliver goal-based financial planning, risk evaluation in real-time environments and personalization of recommended information. This paper looks at creating a personal finance application that can incorporate the use of artificial intelligence to assist the user and make risk assessment more understandable to persons without backgrounds in this area. Thus, by changing the financial tactics and providing qualitative and quantitative goal setting for one's finances, the app changes the concept of money handling and makes it understandable and user-friendly without absence of the profound analysis. Additionally, with help of Vested Finance partnership the application also includes global investment guidance making it a solid personal finance tool for contemporary society.

Purpose of the Study: The study focuses on the development and assessment of an AI based personal finance application which will offer straightforward, instant solutions to users. In regard to this, the efficacy of the app restores the user's financial management back to its proper goal-oriented perspective; eradicating all hail of heavy financial expressions that may lead to wrong decisions. The authors have also emphasise on overall the use of AI & ML in the automation of features like delivering insights as well as dynamically and engagingly portraying the risks involved. A survey of one hundred participants reaffirms the case for basic with regards to financial services especially concerns risks and goals in the future.

Research Problem and Context: This is especially the case in today's rapidly evolving financial market where ordinary people are bombarded with information that is often hard to understand without some sort of professional background. This results in poor or inefficient management of finances especially for people who are not very conversant with accounting and finance. The risks in traditional financial platforms are delivered in technical language to a point where the general population finds it hard to comprehend.

The problem here is trying to make use of AI, which simultaneously seeks to maintain the true richness and hide or mitigate all the detail that makes it so rich, yet difficult to manage.

This work falls under the Research Track Emerging Trends in Business Analytics and Management Science specially with reference to Artificial Intelligence AI, Machine learning and Financial Data Analytics. It aims at responding to the issues related to the delivery of financial products and services for the population with demand for reasonable and appealing risk/reward ratios as well as for the tailored means to achieve their goals.

Methodology: This research adopts the following approaches as the basis for designing and developing the personal finance application: Machine learning Data analysis User experience design The following methodology was adopted: The following methodology was adopted:

Survey Analysis: Participants were also asked preference for financial advice and risk analysis in which 100 participants were involved. This need was captured in the survey as a need for an easy, flexible way of getting qualitative and quantitative goal guidance in their finances. It also evaluated the need for risk assessment to be provided in simple language and not cluttered with the tons of acronyms used in industries.

AI-Driven Assistance: The main feature of the application is built on the fetching of personal information necessary to determine income, expenditure, and savings. These algorithms recommend financial solutions in real-time, based on the behavior of the user where it responds to the user's financial actions. The AI system also continuously assesses fluctuations in the market and presents understandable risk factors to assist the users in coming up with the right financial decisions.

Goal-Based Financial Planning: It also provides option to set up both qualitative as well as quantitative targets for the financial needs like buying a house or reaching a certain amount of saving. These goal achievements are tracked in the AI system, and the AI system even offers the recommendations on the market conditions and the user's performance, making the adaptation of strategies in real time possible.

Partnership with Vested Finance: Together with Vested Finance, the app helps the users gain knowledge at the level of experts on international investment. Risk: This feature enables users of the investment outlet to spread their investments and invite exposure to foreign markets and at the same time vary risks in a manageable way.

Data Sources and Analytical Tools: Real time data from stock markets, financial reports and other measures of economic activity and performance are used in operation of the app. Based on the data of financial analytics, the app provides forecasts of the market actions and adapts the financial advice with the help of technical analysis indicators, for example, moving average, relative strength index. Risk assessment models allow for seeing the risks in a transparent manner, and to present these in plain English.

Major Results: More valid responses, however, came from questions addressing participants' experience with traditional financial platforms of which 78% stated they felt overwhelmed dealing with the platforms because of the absence of tools to assess risks in a more simplified approach. In addition, 85% signified that they would be interested in a tool that provides straightforward, unriddled explanations on the

financial risks. The feasibility of the biomimicked personal finance app with the AI applied in the economic platform has been tested with the result 25 % higher attendance rate compared to the analogues as to the peculiarities of the interface and informative feedback. Thus, the cooperation with Vested Finance has also expanded the functionality of the application with the help of which users can learn about global investment opportunities without complicating things.

Implications: This study emphasises the role of AI in shaping the future of personal finance where otherwise it is difficult for one to understand most of the data. Through its live and goal-oriented money management approach, it is possible for the user to be in charge of his/her or financial life easily without the complications of numerous calculations and terminologies. It also smart and eco- friendly in advising users on how to invest financially according to different economic milestones andindividual risk-taking capacity.

With regards to competencies in business analytics, this study shows how AI and ML can be used to unlock other intricate areas of business for example; risk management. Thus, the application of this approach does not limit the experience of its use to the specific case and can be further used in other spheres of the company's activity, including inventory management, project management, and sustainable operations.

Conclusion: However, with the emergence of more complex instruments in financial markets, there is a rising demand for tools that can be tailored to consumers and which can operate as interface between the owners of financial assets and the actual application of these instruments in practice. The current work has provided an example of how AI-based personal finance application can successfully intertwine both qualitative and quantitative goal setting with risk assessment made easy. The integration with Vested Finance has only been an addition to the functionality of the app and especially increased the scope of financial planning, especially internationally. Subsequent studies will involve enhancing the software's capability by integrating diverse ML models in conjunction with broadening the range of users of the application in a bid to increase access to finance.

Thus, the findings of this research expand current conversations in AI facilitated business analytics, presenting ways people can harness intelligent system for enabling effective decision making with regard to financial management.

Digital Transformation Beyond Efficiency: A Study on Innovation and Growth in Information System Management

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ABSTRACT

Purpose: This research explores how digital transformation transcends mere efficiency to foster innovation and growth within information system management (ISM). The objective is to identify the transformative role of digitalization in reshaping ISM practices for sustainable business growth in a rapidly evolving digital landscape.

Design/methodology/approach: A mixed methods approach was employed, combining quantitative data from industry surveys with qualitative insights gathered through expert interviews. The study focuses on organizations undergoing digital transformation and evaluates the role of digitalization in fostering innovative practices, customer-centric solutions, and strategic growth initiatives.

Findings: The study reveals that organizations leveraging digital transformation within ISM gain enhanced operational agility and deeper customer engagement. Key findings indicate that digitalization is not only increasing process efficiency but also significantly driving innovation. Companies adopting advanced digital tools experience higher growth rates, improved customer retention, and a more adaptive workforce.

Originality: This research uniquely contributes to the ISM field by demonstrating that digital transformation's true value lies in its ability to drive business innovation, not just operational efficiency. It presents novel insights into the under-explored area of digital transformation's impact on growth and customer experience within ISM.

Research limitations/implications: While the study offers valuable insights, it is limited by the scope of its industry samples, primarily within the technology sector. Future research could explore a broader range of industries to enhance generalizability.

Practical implications: The findings suggest actionable strategies for managers and IT leaders to integrate digital transformation into growth-driven initiatives. The study provides a roadmap for ISM practitioners seeking to harness digital tools for innovation.

Social implications: By promoting innovation through digital transformation, businesses can contribute to economic growth, enhance customer experience, and foster workforce adaptability, positively impacting society at large.

Keywords: Digital Transformation, Information System Management, Innovation, Customer Experience, Digital Growth, Operational Efficiency, Organizational Agility, Technology Adoption, Business Strategy, Workforce Adaptability, Customer Retention, Strategic Growth

Innovative Digital Transformation Framework for Enhancing Customer Experience and Growth in Information System Management

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ABSTRACT

Purpose: The primary objective of this research is to develop a comprehensive framework for digital transformation that moves beyond operational efficiency to foster innovation and sustainable growth, focusing on optimizing customer experience within information system management.

Design/methodology/approach: A mixed-method approach was used, combining qualitative interviews with digital transformation experts and quantitative analysis of customer data across various sectors. The research examined key factors driving digital innovation and their impact on customer journey mapping, aiming to develop a model that integrates these insights into a practical, adaptable transformation framework.

Findings: The study reveals that an integrated approach—blending data-driven personalization with scalable, cloud-based information systems—substantially enhances customer engagement and satisfaction. The proposed framework provides actionable insights for aligning digital tools with evolving customer expectations, showing a measurable impact on customer retention and revenue growth.

Originality: This research is novel in its emphasis on digital transformation as a driver of customer-centric innovation rather than purely operational improvement. By framing digitalization within the context of customer experience, it offers an actionable model for companies to simultaneously drive efficiency and growth.

Research limitations/implications: The study is limited by its reliance on data from specific industries, which may affect generalizability. Future research could expand on sector-specific adaptations of the framework and explore long-term implementation impacts.

Practical implications: Businesses can adopt this framework to revamp their digital strategy, enhancing customer loyalty and accelerating growth through more targeted and responsive information system management.

Social implications: This research contributes to broader societal benefits by promoting a user-focused digital approach that can lead to better customer experiences and increased trust in digital ecosystems.

Keywords: Digital Transformation, Customer Journey, Information Systems, Innovation, Growth, Customer Experience, Digital Strategy, Cloud Systems, Data-Driven Personalization, Operational Efficiency, Customer Retention, Digital Ecosystems

Comprehensive Report on Performance Analysis of Different Hardware's i.e. CPU, GPU, TPU & AI (Artificial Intelligence) Servers

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ABSTRACT

The role of Machine learning algorithms in the current scenario is to accelerate the-computation power with more accuracy and efficiency. This paper aims to study the different types of hardware and analyse their comparative performance. The experimental data (approximately 3864 images) are collected and tested on the NVIDIA RTX 3090 GPU workstation and compared with the GPU server NVIDIA A100, whose performance parameters are referred from Benchmark ML-commons 1.1. The collected results are shown in tabular form. Results conclude that training is 2000 times faster on GPU servers than on GPU workstations. Meanwhile, a GPU workstation is approximately 800 times faster than a CPU. This work contributes to the selection of Machine learning-based hardware for specific tasks. Some more additional deciding parameters that must be analyzed before deployment are time, memory, speed, form factor, and power consumption etc.

Keywords: Artificial-intelligence (AI), Machine Learning(ML), Graphic Processing Unit (GPU), Computation Processing Unit (CPU), Tensor Processing Unit (TPU), CUDA(Compute Unified Device Architecture).

Study & Development of Intensity Based Model for Application of Generative Adversarial Networks

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ABSTRACT

The aim of proposed study to develop and analysed comparative intensity-based variation models technique. The variation of different combination and range of AI & Real data sets are passed through to comparative techniques to get concluded categorized accuracy. To develop a comprehensive solution using traditional image processing and machine learning methods to differentiate between real and AI-generated images for the application of Generative Adversarial Networks (GANs). The Generative Adversarial Networks (GANs) worked on deep learning models, which creates a drastic change in the field of artificial intelligence. It is able to find out the existing patterns and correlations in the input data and generated new samples. The results are collected and analysed with variation of N and M. where, N is the number of images in training dataset and M is the number of images in testing dataset. The variation in data set taken as case1, 2 & 3 for result analysis. The manual customized collected data set & CIFAKE image dataset with 120, 000 images (60, 000 real and 60, 000 synthetically generated) are used as experimental data. The results are categorized in range and shown in form of figures and graphs. The results are tested and validated on standard hardware (Dell Inspiron 15 3000 with a Ryzen 5 processor), accuracy achieved is 97%. which is higher then 94% accuracy achieved by algorithms Residual Networks (ResNets) and Vibrational Auto Encoders (VAEs) proposed by Gaye and Serel[1].

Keywords: Generative Adversarial Networks (GANs), Residual Networks (ResNets), Vibrational Auto Encoders (VAEs), Artificial Intelligence (AI), Machine Learning (ML), Convolutional Neural Networks(CNN).

A Study on the Impact of Investor sentiments on Indian Stock Market

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ABSTRACT

Purpose: To study the impact of investor sentiment on Indian stock returns and volatility. That is to study the relation between investor sentiment and the Indian stock market returns and the causal relation between investor sentiment and the Indian stock market returns. The study also attempts to investigate the impact of sentiment on stocks that are hard to value and arbitrage.

Design/methodology/approach: The investor sentiment index is the independent variable, and stock market daily returns and volatility are the dependent variables. The investor sentiment index [Independent variable] is constructed using two methods. The first method is the FinBERT (Financial Bidirectional Encoder Representations from Transformers) composite index constructed using the business and economics news articles of the Times of India newspaper from January 2021 to February 2024, and the second method is the Individual investor sentiment index, which is constructed using the consumer confidence index and FinBERT composite index. The stock market returns [Dependent variable] is calculated from the daily closing prices of the selected indices, the indices are categorized into broad market indices and sectoral market indices, that is, sectoral market indices include NIFTY Auto, Nifty Energy, NIFTY Bank, NIFTY Financial Services, NIFTY FMCG, NIFTY IT, NIFTY Media, NIFTY Metal, NIFTY Pharma, NIFTY Private Bank, NIFTY PSU Bank, NIFTY Realty and broad market indices include, NIFTY 500, NIFTY 50, NIFTY 100, NIFTY midcap 100 and NIFTY small cap 100. The volatility is calculated from the residuals of the respective indices using the GARCH (Generalized AutoRegressive Conditional Heteroskedasticity) model. The augmented Dickey-Fuller test is used to test the stationarity. Johansen Co-integration test tests the long-run relation, and Vector Auto Regression tests the short-run relation. The variance error decomposition model determines the percentage variations in the dependent variable explained by the independent model. The impulse response function detects the response of the dependent variable to the independent variable. The Granger Causality test is used to test the causal relation.

Findings: The study's findings suggest a relationship between investor sentiments and stock market return & volatility.

Originality: The study constructs an investor sentiment index by extracting sentiments from business and economy news articles of the Times of India using the FinBERT model and attempts to construct an Individual investor sentiment index using principal component analysis.

Research limitations/implications: The limitation of the study is the time period. The FinBERT investor sentiment composite index is constructed using the business and economy news articles of only one newspaper, the Times of India.

Practical implications and Social Implications: Understanding the relationship between investor sentiments, stock market returns, and volatility will help investors make informed decisions. Thus, investors can avoid making impulsive decisions and anticipate market trends. It will also be a vital tool for managing risks. Understanding the sentiment state of the market can provide exclusive insights that aren't visible through standard financial metrics. Sentiment analysis with traditional financial models can improve the precision of forecasts and investment approaches. This can lead to more robust investment models that consider not just fundamental and technical analysis but also the market's temperament.

Keywords: Investor sentiment, Stock market, volatility, stock returns, FinBERT, Consumer Confidence Index, National Stock Exchange, business, news, Times of India, relation, impact and causality.

Visualizing Business Values of IT from the Literature of Last Decade and Evolving a Model of Digital Transformation Plan

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ABSTRACT

Purpose: Categorization of business values of IT from the literature of last decade and to suggest a model of digital transformation action plan

Design/methodology/approach: The scoping review method has been employed to explore the various types of business value generated by IT within business organizations.

Findings: Based on review, four types of IT value in business were arrived at namely transactional value, informational Value, strategic value and customer-centric value.

Originality: Comprehensive categorization into four business value types unfolds how IT contributes to various facets of enterprise, underscoring its multifaceted impact on organizational performance and strategic alignment. The study also suggests a model for systematic steps for digital transformation in any business organization.

Research limitations/implications: The framework is based on secondary data. It may lack industry or region-specific insights. Future research could enhance it by incorporating case studies or interviews with managers and directors across various sectors to capture these contextual nuances.

Practical implications: Academicians can utilize the study input to set their research agenda in related fields.

Corporate practitioners can utilize the categorization of business values of IT for an IT audit and to evolve digital transformation strategy, by following certain practical steps.

Social implications: The study recommendations can help to mitigate fraud risks and promote sustainable governance ultimately benefitting the economy and society.

Keywords: Business value of IT, information technology, scoping review, firm performance

Digital Literacy and its Role in Enhancing Financial Access for Sustainable Economic Growth

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ABSTRACT

Purpose: This study aims to examine the impact of digital literacy on financial inclusion and assess its potential to drive sustainable economic growth, particularly in emerging economies.

Design/methodology/approach: The research conducted a systematic review of papers from 2004 to 2024, accessed via Google Scholar, Taylor & Francis, MDPI, and Wiley Online Library. Using keywords like "digital literacy, " "financial access, " "financial inclusion, " and "sustainable economic growth, " 26 relevant studies were selected, while others were excluded based on relevance to the study's focus.

Findings: The study reveals that digital financial literacy is essential for the effective use of digital financial services, thereby supporting financial inclusion and informed financial decision-making. Financial inclusion, in turn, contributes to poverty alleviation, entrepreneurship, and social stability, particularly in developing regions.

Originality: This research uniquely consolidates insights from existing studies on digital literacy and financial access, focusing on their role in promoting sustainable economic growth. It highlights the importance of digital financial literacy in enhancing financial inclusion through this single papers

Research limitations/implications: This study covers papers from 2004 to 2024 solely focusing on digital literacy to financial access and sustainable economic growth. Future research could explore digital literacy's impact on economic well-being in underdeveloped regions, addressing rural challenges like infrastructure and tailored financial services access.

Practical implications: Enhancing digital financial literacy is crucial for improving financial inclusion, empowering individuals to make informed decisions, access digital services, and support sustainable economic growth, especially in underserved regions.

Social implications: Increasing digital financial literacy empowers marginalised communities, aids poverty alleviation, and fosters social stability. It enhances the navigation of digital platforms, promoting economic independence and inclusive development, especially in underserved areas.

Keywords: Digital literacy, financial access, financial inclusion, sustainable economic growth, poverty alleviation.

Managing Cyber Risk in Supply Chains through Policies & Standards

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ABSTRACT

Strong cybersecurity rules and regulations are now necessary due to the increased risk of cyberattacks resulting from the increasing integration of digital technologies with supply chain networks. To pinpoint best practices and gaps, this study compares cybersecurity standards and regulations across several supply chain networks. The study illustrates the variety of strategies for reducing cyber threats in supply chains by looking at frameworks from different sectors and geographical areas. The efficacy of these regulations in guaranteeing the availability, confidentiality, and integrity of supply chain data is also assessed in this study. The results indicate notable variations in the adoption and execution of cybersecurity protocols, highlighting the necessity of unified guidelines and cooperative endeavours to fortify the resilience of worldwide supply chains against cyberattacks. The knowledge acquired is intended to help industry stakeholders and legislators improve cybersecurity tactics to shield supply chain networks from changing cyberthreats. Supply chain networks are becoming more and more dependent on digital technology in the connected global economy of today, which leaves them vulnerable to cyberattacks. Supply chains are vulnerable due to their interdependence and complexity, which may cause major financial losses, operational disruptions, and compromises of critical data. The necessity of supply chain security cannot be overstated, but there are insufficient, inconsistent cybersecurity standards and policies in many countries and sectors. By doing a comparative analysis of the cybersecurity standards and regulations already in place in supply chain networks, this study seeks to close this gap.

The study looks at frameworks from many industries and regions to find best practices, flaws, and strengths. The research aims to identify areas that require improvement and best practices by assessing how well these safeguards protect supply chain data and operations. The results highlight the differences in how cybersecurity procedures are implemented and enforced, highlighting the need for standardized standards and improved stakeholder participation. To improve the resilience of global supply chains against changing cyber threats, governments and business leaders may benefit greatly from the useful insights this research offers in developing more comprehensive and well-coordinated cybersecurity plans. Cybersecurity has grown in importance for dependable process control, process operation, and supply chain management in the chemical process industries due to the integration of computation, networking, and physical process components to seamlessly combine hardware and software resources to improve process efficiency. An overview of current research on cybersecurity concerns related to supply chains, process control, and operation is given in this research paper.

TRACK 6: STRATEGIC MANAGEMENT

Corporate Social Responsibility and Sustainable Development in the Context of Climate Change

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ABSTRACT

Purpose: In light of the ongoing social and economic development, the majority of people are more concerned about environmental issues and their ongoing degradation, and businesses are not an exception. Corporations abuse the natural resources at their disposal and release harmful pollutants into the environment. As a result, they worsen the state of ecosystem degradation and pose a major threat to biological diversity. Therefore, it is imperative to take an array of steps to lessen the negative impact caused by enterprises since practically all the actual environmental harm are caused by economic activities stems from resource exploitation, consumption, production and wastage. But at times, a company's desire to lessen its own environmental impact conflicts with the main objectives of business: maximising profits. This article highlights the association between the climate change and corporate social responsibility (CSR) practices and how CSR strategies can be effectively use for overall efficiency of the corporations and can led towards a sustainable green future by reviewing the existing literatures and also focuses on the strategic gaps that persist in the CSR practices and strategies. Review of literature has identified CSR as the major component, and this article effectively sheds light on how CSR strategies and activities can play a major role and provides deeper understanding regarding the role of CSR toward sustainable development and climate change.

Design/Methodology/Approaches: A scientific tool utilised in this study is a systematic review of the literature. It makes it possible to analyse and draw conclusions from an extensive archive such as Scopus, Web of Science and Google Scholar with accuracy and dependability. Using the right keywords, peer-reviewed journal articles published over the course of ten years, from 2014 to 2024 from general management, business, and marketing journals were searched. Based on the selection criteria, 102 journal articles were discovered and revised, and 41 articles underwent in-depth revisions.

Findings: The various crucial variables are examined from the selected papers, such as the role of corporate social responsibility (CSR) in sustainable development, sustainability strategies for competitiveness, and organisational aspects of CSR, sustainability, and competitiveness are identified in this study. Based on the definition of "corporate social responsibility" and its dimensions, this article examines the main theoretical stances that are used to explain these effects, as well as the direct and compensatory effects of environmental concerns on marketing and financial performances of the businesses. It also summarises the impact of CSR strategies adopted by businesses on the environment, climate, consumer purchase behaviour, and consumer loyalty.

Originality: The current level of research on the role of CSR in achieving sustainability for competitiveness is presented in this study and how it can be adopted by businesses to achieve sustainable development. This study also made recommendations for how to advance this crucial field of study going forward.

Practical Implication: This literature review can be used to find out more about the state of ongoing research on the role of corporate social responsibility (CSR) in achieving sustainability, the efficacy of various CSR initiatives for climatic and environmental issues, and how different companies can use it to gain a sustainable competitive advantage over their rivals. It can also be used to attract the attention of other academics, environmental protection organisations, and lawmakers. The study's findings might have a big impact on legislators, governments, and corporations.

Social Implications: Since environmental degradation and ways to protect it are more important than ever in today's society, the idea of sustainable development has gained momentum in the early years of the 21st century. Businesses can differentiate themselves from their competitors and draw in consumers who are looking for environmentally friendly products and services by marketing eco-friendly practises and products. Additionally, it can assist companies in reducing the negative effects they have on the environment by endorsing goods and procedures that have a less carbon footprint or are composed of recycled materials. Businesses can build a positive reputation among their clientele and earn financial and strategic benefits over their rivals by engaging in corporate social responsibility (CSR) initiatives that address environmental degradation.

Research limitations: More papers should be included on the topic of role of CSR in Sustainability, how to use it to gain a sustainable competitive advantage, and other relevant areas. The study may need to be expanded in future because it only covered 51 articles and as a result of which it covers a small percentage of the role that CSR plays in achieving sustainability and its dimensions.

Redefining Entrepreneurial Education: Cultivating Future Innovators in a Digital World

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ABSTRACT

Purpose: This study explores the evolving landscape of entrepreneurial education in the digital era, focusing on the integration of emerging technologies, innovative pedagogy, and experiential learning. The primary objective is to understand how digital tools and entrepreneurial methodologies can reshape education systems to nurture future business leaders and innovators equipped for a rapidly changing global economy.

Design: The research adopts a mixed-methods approach, combining quantitative surveys and qualitative case studies. The data is collected from entrepreneurial programs in higher education institutions and startup incubators. The study also incorporates expert interviews with educators and entrepreneurs to gain insights into the practical application of entrepreneurial learning frameworks in diverse settings.

Findings: The research reveals that integrating technology, such as AI-driven tools and digital platforms, enhances the adaptability and creativity of students in entrepreneurial education. Moreover, experiential learning approaches, such as real-world problem-solving and startup collaborations, significantly contribute to the development of entrepreneurial mindsets and skills.

Originality: This study contributes to the literature by demonstrating how digital transformation and adaptive learning systems are creating new possibilities for entrepreneurial education. It also introduces a novel framework that combines digital fluency with entrepreneurial thinking, preparing students for future business challenges in the global marketplace.

Research limitations: The study is limited to a specific geographical context and focuses on higher education institutions. Future research could explore the applicability of the findings in different educational environments and age groups, as well as across diverse cultural and economic contexts.

Practical implications: The findings provide actionable insights for educators, policymakers, and institutions aiming to redesign entrepreneurial curricula. Implementing digital tools and experiential methodologies in education can foster innovation and improve students' entrepreneurial competencies, thereby contributing to the growth of entrepreneurial ecosystems.

Social implications: By promoting entrepreneurial education that leverages technology, this study emphasizes the role of education in addressing societal challenges. It advocates for inclusivity and equitable access to entrepreneurial learning, which can help bridge socio-economic gaps and empower underrepresented groups.

Keywords: Entrepreneurial education, digital transformation, experiential learning, innovation, startup ecosystems, AI-driven learning, adaptive learning, global economy, digital fluency, entrepreneurship, pedagogy, higher education

The Effectiveness of Design Ethos and Ethical Practices on Online Sellers of Fashionable products and the Paradigm Shift to Offline Stores or Manufacturing Units in India

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ABSTRACT

The fashion industry has witnessed significant changes in how garments are designed, produced, and distributed, with a growing emphasis on ethical practices and inclusivity. In India, the rise of online sellers of fashionable products has prompted a re-evaluation of traditional manufacturing and sales paradigms. This paper explores the effectiveness of design ethos and ethical practices in the context of SDGs among the online fashion retailers in India. The study also explores the inclusivity of physical stores or manufacturing units. The research uses a mixed-methods approach, combining qualitative and quantitative research methods as a paradigm shift. The sample size consists of 300 participants from various demographic backgrounds. The findings indicate that ethical practices have a significant impact on consumer behavior and that there is a slow shift from online to offline fashion retail to establish the where being of the seller. The study suggests that integrating design ethos and ethical practices can be beneficial for the online sellers using social media platform. The findings reveal the importance of ethical practices in enhancing inclusivity and the possibilities for transforming the fashion industry in India. Through a comprehensive analysis of the fashion industry in India, including its ethical challenges and the application of UNESCO guidelines, this paper examines the motivations behind this paradigm shift.

Effect of Government Support on Entrepreneurial Performance: A Perceptual Analysis

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ABSTRACT

In the era of contemporary development, entrepreneurship has drawn the attention of scholars and policymakers due to its inherent contribution to an economy's overall development. This, in turn, has compelled the nations to build a conducive entrepreneurial ecosystem to promote entrepreneurial culture among its netizens. The current study aims to examine the effect of government support on the entrepreneurial performance of early-stage ventures in India's developing economy. The study uses primary data collected from 237 early-stage entrepreneurs through questionnaires. Regression analysis was conducted through SPSS to test the possible determining role of government support on the entrepreneurial performance of these ventures. Being a perceptual study, the current study employed a 5-point Likert scale to evaluate the perception of the entrepreneurs towards the various dimensions of government support. Similarly, entrepreneurial performance has been measured based on the entrepreneur's perception of his/her venture on multiple aspects ranging from revenue growth to brand value increment. The findings of this study suggest that government support has a positive and significant effect on the entrepreneurial performance of early-stage ventures measured across multiple dimensions. The current study also supports the findings and hypothesis of the previous literature, implying the unwavering role of government support in enhancing the entrepreneurial performance of early-stage ventures.

Keywords: Government Support, Entrepreneurial Performance, Early-stage Ventures, Perception Study

Navigating the Consumer Mind: Unveiling Determinants of Purchasing Decisions of Sustainable Feminine Hygiene Products.

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ABSTRACT

Sustainable consumption has become a crucial component of the global agenda for sustainable development, closely aligning with several of the United Nations' Sustainable Development Goals (SDGs). The concept holds significant importance for societies, nations, economies, businesses, households, and individuals. As the global population grows and consumption patterns evolve, the increased demand puts immense pressure on our limited natural resources, making environmental protection an urgent priority. The growing population, shifting consumption habits, and extensive industrialization have led to considerable environmental degradation and global warming. Feminine hygiene products are categorized as everyday necessities. Several factors impact the selection and use of particular hygiene products. The use of feminine hygiene products (menstrual pads, tampons, pantyliners, menstrual cups, menstrual sponges, period panties, douches, feminine wipes, and specialized soaps)— is commonly used among adolescent women, yet remains a relatively understudied area. Due to growing media interest, the field of hygienic protection is evolving, this study unveils the determinants of the purchasing decisions of sustainable feminine hygiene products. Based on consumption behaviour patterns, we surveyed 214 adolescent women to investigate the impact of two essential components, namely environmental concerns and product awareness, on the purchasing decision of sustainable feminine hygiene products. Our findings showed that environmental concerns and awareness of the products have a significant impact on sustainable consumption. The study could help public administrators develop policies to raise awareness about the importance of using sustainable feminine hygiene products. By addressing the gaps and expanding the scope of future studies, researchers can contribute to a deeper and more comprehensive understanding of sustainable consumption of feminine hygiene products. This approach is crucial for addressing today's significant environmental, social, and economic concerns.

Keywords: Sustainable Consumption, Purchase Decisions, Feminine Hygiene Products

Problems Faced by Consumers on Account of Automation used by Consumer Durable Companies

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ABSTRACT

When Mr Nikhil purchased a new Kent RO Water Purifier he was relieved that now atleast his family will not face any water related problems particularly related to the health of his family members as water related diseases had suddenly spiked in recent days. But within six months of his purchase of Kent RO, the water purifier suddenly stopped working, due to which he had to call the customer care, this is when he realised how difficult it had become to convey the problem to the company on account of use of automation by the company in addressing the concerns of customers, particularly while providing after sales service, as he had to spent almost one hour in getting his problem registered with the company, and even after two weeks of his complaint been registered his problem was not solved due to various reasons. This paper tries to address the issues whereby the customers have gone through mental stress in order to get their problems solved due to the level of automation adopted by the companies by using a combination of primary and secondary data with regards to the after sales service provided by the consumer durable companies and arrive at a logical conclusion.

Keywords: Human Touch, Automation problems, Solutions.

The Evolutionary Scaling Transformation Journey of a Pharmaceutical Plant Using Kanban Methodology and the Kanban Maturity Model

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ABSTRACT

The pharmaceutical industry faces unique challenges, including regulatory compliance, the need for operational efficiency, and rapid changes in market demand. This research paper investigates the evolutionary scaling transformation of a pharmaceutical plant through the implementation of Kanban methodology, guided by the Kanban Maturity Model (KMM) from Kanban University. The study focuses on performance metrics such as cycle time, lead time, and throughput, while also examining the transformational strategies and organizational culture shifts necessary to foster self-management, sustainability, and agility. Through a comprehensive literature review from the past 15 years, this paper identifies existing research gaps and proposes future avenues for investigation.The pharmaceutical industry faces unique challenges, including regulatory compliance, the need for operational efficiency, and rapid changes in market demand. This research paper investigates the evolutionary scaling transformation of a pharmaceutical plant through the implementation of Kanban methodology, guided by the Kanban Maturity Model (KMM) from Kanban University. The study focuses on performance metrics such as cycle time, lead time, and throughput, while also examining the transformational strategies and organizational culture shifts necessary to foster self-management, sustainability, and agility. Through a comprehensive literature review from the past 15 years, this paper identifies existing research gaps and proposes future avenues for investigation.

The Impact of Entrepreneurial Education on Fashion Design Students' Entrepreneurial Aspirations

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ABSTRACT

Entrepreneurial education is an integral part of fashion education, as design students often aspire to own their own brands and labels. This industry primarily revolves around changing consumer preferences, production, digital developments, and sustainability concerns, with the fashion industry being the second-largest polluting industry in the world. This paper explores the impact of entrepreneurial education on fashion design students' entrepreneurial aspirations.

For this purpose, both primary and secondary data were collected. Primary data were gathered through a structured questionnaire administered to undergraduate fashion design students at the National Institute of Fashion Technology and semi-structured interviews with the faculty of this institute. The sample size consisted of 250 fashion design students and 25 faculty members. A convenience sampling technique was used to collect the data.

Secondary data were collected from published research articles, reports from the government and other design educational institutes, websites, etc. For data interpretation and analysis, statistical tools such as percentage calculations, chi-square tests, and graphs were used.

A major finding of the study is that the impact of entrepreneurial education on fashion design students' entrepreneurial aspirations is low, as the majority of students prefer to obtain paid employment with an existing brand or designer, or pursue graduate programs. Faculty members face challenges in teaching business knowledge, financial acumen, providing industry mentorship, and offering real-world entrepreneurial experiences to design students, as traditional fashion education tends to focus on design-related subjects.

Keywords: Entrepreneurial Education, Fashion Design, Entrepreneurial Aspirations, Business Acumen

Sustainability Performance Measurement of Supply Chain 5.0

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ABSTRACT

Sustainability Performance Measurement (SPM) in Supply Chain 5.0 presents a critical evolution in integrating human-centricity, advanced digitalization, and sustainable practices. As industries progress from Supply Chain 4.0, the enhanced focus of Supply Chain 5.0 emphasizes the balance between technological innovation (AI, IoT, big data analytics, Blockchain) and sustainability goals (social, environmental, and economic).

Supply Chain 5.0 is a digital transformation revolutionizing operations. Advanced technologies are driving efficiency, responsiveness, and customer satisfaction. Notably, sustainability has become a core focus. Organizations are increasingly adopting **Sustainability Performance Measurement (SPM)** to align economic goals with environmental and social responsibilities. This shift ensures that supply chains not only deliver value but also contribute positively to a sustainable future.

This research explores a case-based methodology to evaluate the impacts of Supply Chain 5.0 on sustainability performance, specifically within complex supply chains. Using a multi-dimensional framework, the paper assesses **Sustainability Performance Measurement (SPM)** such as **carbon footprint reduction, energy efficiency, resource optimization, resource circularity, waste minimization, ethical labor practices, and social impact**. It also examines the dynamic role of real-time data analytics, machine learning, and collaborative ecosystems in driving more adaptive, responsive, and resilient supply chains.

The findings illustrate how advanced technological integration enhances sustainability while addressing stakeholder expectations and regulatory pressures. By aligning technology with sustainable objectives, Supply Chain 5.0 redefines industry standards for achieving long-term environmental and societal goals. This research provides strategic insights into sustainability metrics, offering a roadmap for organizations to foster resilience and competitive advantage in an era of sustainability-driven economies. The goal is to create a **sustainable, resilient, and transparent supply chain** that aligns with **global sustainability frameworks**, including the **United Nations Sustainable Development Goals (SDGs)** and various climate action policies such as the **Paris Agreement**.

Amalgamation of Business Framework and Sustainability: A Roadmap for Future

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ABSTRACT

This paper investigates the basic significance of consolidating sustainability into business systems. In a period set apart by expanding ecological worries, social obligation assumptions, and administrative tensions, organizations should take on a comprehensive methodology that offsets economic development with environmental stewardship and social prosperity. The paper delves into the benefits of sustainability integration, including enhanced reputation, improved risk management, increased innovation, and long-term financial stability. It also examines the challenges faced by organizations in implementing sustainable practices and provides practical strategies for overcoming these hurdles. By adopting a sustainable approach, businesses can not only contribute to a more sustainable future but also secure a competitive advantage in the marketplace.

Objective of the paper: This study aims to examine the integration of sustainability into the strategic management practices of commercial banks, identifying both challenges and opportunities.

Design/ Methodology: The research employs a qualitative research design, using structured questionnaire and interviews with senior executives from 6 commercial banks. Data is analysed using content analysis and thematic analysis. The study's conceptual framework outlines the independent variable as strategic management (including four steps of strategic management process) while the dependent variable is sustainability, focusing on both social and environmental goals, Existing models and frameworks for sustainability oriented strategic management are reviewed and a modified sustainability model of banks is created.

Findings: The study uncovers that integration of sustainability into strategic management empowers organizations to focus on ecological and social objectives, prompting worked on monetary execution and a positive effect on society. The outcomes of the study also proposed a conceptual model for further research.

Keywords: Sustainability, Integration, Economic development, Ecology, Competitive advantage,

Behavioral Biases and Socially Responsible Investment Decision: Through the Lens of Prospect Theory

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ABSTRACT

Purpose: Grounded firmly in the prospect theory, the study aims to investigate the mediating effect of three selective behavioral biases associated with risk: risk perception, risk propensity, and loss aversion in the relationship between ESG consciousness and socially responsible investment (SRI) decisions of retail investors.

Methodology: The study is quantitative, and has employed a survey-based approach for collecting data from retail investors. Data were collected from a sample of 312 retail investors through structured questionnaires. The data was assessed for the presence of common method bias using SPSS 21. Subsequently, the structural equation modeling (SEM) technique has been applied to analyze the direct and mediating effects in the proposed conceptual model using Smart PLS v4.

Findings: The study's findings reveal that while risk perception and loss aversion significantly mediate the relationship between ESG consciousness and SRI decisions among investors, risk propensity does not have any significant effect on the same. This can be attributed to individuals being more sensitive to potential losses than equivalent gains and their subjective interpretation of the stability of sustainable funds and market volatility. Contrarily, their willingness to take risks does not necessarily imply a preference for SRI over traditional funds.

Originality: The study contributes to the literature on SRI and behavioral finance by introducing key cognitive biases as mediating factors. By utilizing the prospect theory, the study is the first to offer a novel perspective for understanding how psychological influences shape socially responsible investment behavior among retail investors.

Limitations: The sample used in the study may not be fully representative of the entire investor population. This could limit the ability to generalize findings across different demographic groups, such as international markets or institutional investors. The model focuses on selected behavioral biases, but other psychological, economic, or external factors may also significantly influence SRI decisions which can be considered for future research in this field.

Practical implications: The results have practical significance for financial advisors and policymakers, providing insights into how behavioral biases can be addressed to enhance the alignment of investment strategies with investors' social and environmental awareness. By increasing awareness of these biases, investment strategies can be tailored to better align with investors' social and environmental consciousness.

Social implications: A deeper understanding of the role of behavioral biases in SRI decision-making can lead to more sustainable investment practices. By mitigating the negative effects of biases, financial markets can better support societal and environmental goals, encouraging a shift towards more responsible and impactful economic behavior.

Keywords: Socially responsible investment (SRI), sustainability, investment decision, behavioral biases, prospect theory.

Corporate Social Responsibility and Sustainable Development to Mitigate Energy Poverty

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ABSTRACT

Corporate Social Responsibility (CSR) has evolved as a strategic approach for businesses to address socio-environmental challenges while contributing to Sustainable Development (SD). CSR is essential in alleviating energy poverty in the energy sector, affecting millions globally, particularly in developing areas. Energy poverty refers to a lack of access to modern energy services indispensable to basic human needs and economic development. This study examines how CSR initiatives foster investing in renewable energy, improving energy efficiency, and extending energy access to rural communities. This initiative could contribute to achieving Sustainable Development Goal 7 (SDG 7)—universal access to affordable, reliable, and sustainable energy. The study went through a few adequate case studies that indicate that CSR addresses critical energy needs, enhances business reputation, fosters innovation, and creates new market opportunities. This study contributes to the growing discourse on the private sector's role in advancing global SDGs. It highlights CSR as a vital tool for promoting inclusive economic growth and environmental sustainability. The findings provide valuable insights for policymakers, practitioners, and researchers focused on energy poverty mitigation and SD.

Slow Fashion for Sustainable Futures

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ABSTRACT

The deliberate obsolescence of clothes is a strategy that fast-fashion brands have employed to generate quick income since the 1980s when synthetic fibres were first introduced. The textile industry has now become the third most polluting industry. The need for sustainable clothing to reduce pollution is significant, and the upcycling ability of sustainable clothing achieved through traditional handlooms can help alleviate this problem. Adopting handloom textiles will reduce the pollution emitted through large-scale garment production using synthetic fibres. Sustainable materials like Kala Cotton and Ahimsa Silk, used by the handloom industry, fit well into a circular economy. If the upscaling of such textiles were reintroduced, they would circulate in various forms that last multiple times longer than fast-fashion garments until they became obsolete.

This study will examine the market conditions for handlooms in the Cauvery Delta region of Tamil Nadu, in particular, and how they can gain additional market share in the textile industry. The research will involve conducting interviews with a range of participants, including weavers, cooperative workers, retailers, and market leaders, to gather comprehensive insights. The potential impact of this study on society regarding sustainability and responsible consumption is significant. Furthermore, the study aims to understand the factors needed to convince people to switch to sustainable clothing practices by analysing their consumption patterns, for which descriptive surveys and interviews will be used to gather comprehensive insights.

The study contributes to a forward-looking perspective on the role of innovations in handlooms in creating a sustainable future for the textile industry while also examining responsible purchasing patterns. This has the potential to significantly reduce the carbon footprint and pollution from one of the largest polluting industries.

Workplace Happiness - does Hybrid Work Model Help?

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ABSTRACT

The digital workplace represents a transformative shift in how organizations operate, integrating advanced technologies to support remote work and enhance collaboration. Driven by cloud computing, artificial intelligence (AI), and collaborative software tools, the digital workplace enables employees to connect, communicate, and collaborate in real-time from any location. This shift has been accelerated by the COVID-19 pandemic, which forced businesses to rapidly adopt digital solutions for continuity leading to significant implications for employee happiness. Key components of the digital workplace, such as video conferencing, instant messaging, and project management tools, foster seamless interaction, improve productivity, and break down traditional organizational silos. While digital workplaces offer numerous benefits, such as fostering the advancement of technology, reducing expenses on both ends and maximizing productivity, etc, they also pose challenges such as cyber risks and the danger of data breach, the danger of employee isolation and marginalization are critical concerns.

This study explores the relationship between the hybrid workplace model and employee workplace happiness, with a specific focus on the IT sector in the National Capital Region (NCR) of India. The primary objectives are to identify the factors influencing employee workplace happiness, analyze key aspects of the hybrid work model, and assess the relationship between employee workplace happiness & hybrid work model.

A mixed-methods approach, incorporating both qualitative and quantitative research techniques, was adopted to achieve these objectives. A structured survey, distributed to 300 employees working in IT companies within NCR, served as the primary data collection method. Secondary data was gathered from existing literature, including journals, articles, and reports on workplace models and employee happiness.

The findings of this study are expected to reveal a positive relationship between hybrid work models and workplace happiness, mediated by factors such as work-life balance, autonomy, and flexible work arrangements. Additionally, the study investigates the interplay between employee happiness, and hybrid work environments, aiming to provide insights for organizations in structuring workplace policies to enhance overall employee well-being. The implications of the research could significantly contribute to the future design of workplace models that prioritize employee happiness in the IT sector in NCR.

Keywords: Hybrid Workplace Model, Employee Happiness, IT sector NCR

Sustainable Investing in ESG Funds for the attainment of the Carbon Neutrality

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ABSTRACT

Introduction: Advancing India's journey towards carbon neutrality is closely connected to the concepts of ESG (Environmental, Social, and Governance). Nonetheless, the processes facilitating this fusion have not been thoroughly explored. In a critical period where combating climate change is imperative, comprehending these processes is vital for creating a sustainable economic framework that aligns developmental goals with environmental duties. This study utilizes data from eight specialized equity mutual funds to promote sustainable investment choices and encourage investors to back ESG-oriented funds, thereby assisting the industry in achieving its ESG targets for carbon neutrality.

2. Literature Review: Sustainable investing in Environmental, Social, and Governance (ESG) funds plays a crucial role in achieving carbon neutrality by aligning financial decisions with environmental goals. This approach integrates ESG factors into investment strategies, promoting responsible corporate behavior and supporting green initiatives.

Integration of ESG Factors ESG investing incorporates environmental considerations into financial analysis, influencing corporate management and investor decisions(Liang & Renneboog, 2020). The rise of green funds reflects a growing demand for investments that prioritize sustainability, with significant assets now allocated to socially responsible investing (SRI)(Mallett & Michelson, 2010).

Performance and Risk Considerations: Research indicates that the performance of ESG and SRI funds is comparable to conventional funds, alleviating concerns about potential financial trade-offs(Mallett & Michelson, 2010)(Sparkes, 2008). Investors may accept lower returns for ethical investments, reflecting a willingness to prioritize moral dividends over financial gains(Liang & Renneboog, 2020).

Challenges and Future Directions: Inconsistencies in ESG ratings pose challenges for investors, necessitating improved methodologies for evaluating corporate sustainability(Liang & Renneboog, 2020). The focus on green financing, such as green bonds, is essential for fostering economic decarbonization and addressing climate change impacts on financial markets(Liang & Renneboog, 2020). While sustainable investing is gaining traction, some critics argue that the actual impact on carbon neutrality remains uncertain, highlighting the need for more robust metrics and accountability in ESG investments.

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3. Research Objective: The aim of this research is to explore how sustainable investment practices are linked to achieving climate-neutrality objectives. Through an assessment of the environmental, social, and governance (ESG) performance of eight specific thematic equity mutual funds, the goal is to offer investors insights into how these funds support the transition towards a low-carbon economy.

4. Methodology: Our research employs a comparative analysis of crucial indicators, including net asset value, returns, risk, and portfolio composition, spanning a three-year period, and uncovers notable disparities in financial outcomes.

5. Major Finding: Our research reveals a significant correlation between high ESG scores and superior financial performance, emphasizing the crucial role of ESG factors in investment decisions. By educating investors about the benefits of sustainable investing and the importance of ESG scores in a company's portfolio, businesses can achieve strong returns while upholding their social and environmental responsibilities. This, in turn, drives the industry towards achieving its ESG and carbon neutrality objectives, creating a positive feedback loop. Our study highlights the importance of considering ESG scores when identifying climate-conscious investment opportunities and underscores the need for green finance initiatives to support India's transition to carbon neutrality. Ultimately, our findings demonstrate the value of thematic ESG investing in creating a more sustainable future. The research also uncovers a strong link between ESG performance and reduced carbon emissions, revealing a complex interplay between investor intentions, ESG performance, and carbon neutrality, with significant implications for businesses, policymakers, and other stakeholders.

Keywords: ESG, Carbon Neutrality, Mutual Funds, Green Finance, Sustainable Investing

Analysis of Entrepreneurial Ecosystem: using Startup Genome Report and Bibliometric Approach

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ABSTRACT

Purpose: This paper aims to deepen the understanding of the Entrepreneurial Ecosystem (EE) by scrutinizing the factors that foster gender inclusivity and identifying the significant ones in the leading ecosystems globally. Further, this paper examines the collaboration of authors across the globe, identifies co-occurring keywords, highlights prominent authors, and seminal papers to derive the major themes and influential factors related to EE.

Design/methodology/approach: To identify the factors influencing EE, an extant review of the literature has been conducted. A two-pronged approach to achieve this objective has been adopted. Firstly, an in-depth analysis of well-established and emerging EEs worldwide has been conducted through the "Startup Genome Report". Secondly, it involves a comprehensive bibliometric analysis to understand the landscape of EE. A meticulous search strategy was employed using the Scopus database, and 2403 papers were finalized (between 2011 and 2024) after applying the inclusion & exclusion criteria. The VOSviewer software was utilized to map and visualize the networks.

Findings: The findings from the Startup Genome Report highlight that top EEs excel in areas like human capital, support systems, and innovation-driven industries. These EEs serve as global leaders due to their ability to nurture high-growth startups and foster Diversity & Inclusion. The bibliometric analysis revealed that in terms of international collaboration in EE research, the United States, the United Kingdom, and Italy are leading in publication volume and citation impact. The co-occurrence of keywords highlighted emerging research themes, including digital innovation, the role of academia, resilience in crisis, social sustainability, and the role of networking and finance in fostering new ventures. David B. Audretsch was identified as the most influential author due to his significant contribution to the entrepreneurial ecosystem and regional development. Additionally, this study provides insights into the dynamic and interconnected nature of the research focused on EE, along with innovation and financial factors contributing to the success of EE at most, with the support of human capital and social capital in further accentuating the EEs.

Originality: The paper originally contributed by combining an analysis of practical EE factors from the Startup Genome Report with a bibliometric analysis of academic research in the field. The study provides insights from both real-world and scholarly contributions to deepen the understanding of the field. The focus on gender inclusivity adds novelty by addressing a gap in both practice and research.

Research limitations/implications The limitation of the study is its reliance on secondary data, which may limit the practical applicability of the findings in specific

regional contexts. Additionally, the analysis was restricted to English-language journals, overlooking the contributions from non-English ones. The documents published between 2011 and 2024 were considered, which may exclude foundational research. The research contributes to the growing body of knowledge on EEs by identifying key factors necessary for their success, with a focus on gender inclusivity. It also offers insights into how regions can design supportive environments for all entrepreneurs, especially women. Further, bibliometric analysis highlights the dominant research themes and influential contributors in the field.

Practical implications: The practical implications are significant for policymakers, ecosystem developers, and entrepreneurs. Policymakers can use insights from the study to come up with more inclusive policies that better support gender equality in entrepreneurship. This involves providing equitable access to funding, establishing mentorship programs, and improving market access. Further, this gives a blueprint to ecosystem developers for building a robust ecosystem that supports all genders. It also recommends addressing the challenges faced by women entrepreneurs, such as bias in lending practices and the need for access to education.

Social implications: The study highlights the challenges faced by women entrepreneurs and also stresses the importance of gender inclusivity for enhancing social equity. Creating a supportive EE can contribute to significant societal improvements, notably in terms of income and professional prospects between genders. Encouraging women to pursue entrepreneurship can fuel innovation and provide a tailored solution to cater the needs of the masses. In this way, it contributes to achieve the Sustainable Development Goals through economic development and sustainable progress.

Keywords: Bibliometric Analysis, Entrepreneurial ecosystem, Gender inclusivity, Human capital, Startup Genome Report

Effect of Learning Styles and Self-Regulated Learning on the Relationship between MOOCS Learners' Digital Learning Experience Quality (DLEQ) and Satisfaction

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ABSTRACT:

In an era of digitalisation engulfing almost every aspect of human life and civilization, digital way of learning has become the latest trend. In the context of digital learning, the Massive Open Online Courses (MOOCs) are revolutionary by approach and nature. Therefore, to deliver high-quality globally accessible education, MOOCs provide one of the best alternatives. However, the tenet-like learning styles leading to learning motivation through Self-Regulated Learning (SRL) remain the same. John Dewey (1938/1963) proposed that although not all experiences are equally educative, "all genuine education comes about through experience". Experiential learning theory takes a fundamentally different view of the learning process in comparison to behavioural learning theory. It places life experience as a central and necessary part of the learning process, where knowledge is created through the transformation of experience. D. A. Kolb's (1984) experiential learning cycle remains the most widely influential and cited model of experiential learning theory (Seaman, Brown, & Quay, 2017, p. 3). Kolb theorized that learners need four different kinds of abilities— Concrete Experience (CE) abilities, Reflective Observation (RO) abilities, Abstract Conceptualization (AC) abilities, and Active Experimentation (AE) abilities in order to make their learning effective. Kolb's learning theory sets out four distinct learning styles – Diverging, Assimilating, Converging, and Accommodating. Terras & Ramsay (2015) argued about the importance of Self-Regulated Learning (SRL) in Massive Open Online Courses. However, the contemporary literature review depicts that there is a lack of research on the precise impacts of learning styles and Self-Regulated Learning (SRL) on the quality of digital learning experience. Some of the available literatures are limited to students' self-regulated learning in online learning using artificial intelligence applications (Jin et al., 2023), academic achievements (Broadbent, and Poon, 2015), and other review articles on self-regulated learning (Panadero, 2017). This conceptual article tries to provide a comprehensive analysis of the relationships between learning styles, Self-Regulated Learning (SRL), and digital learning experience quality.

Keywords: MOOC, Digital Learning Experience Quality (DLEQ), Learning Styles, Self-Regulated Learning (SRL)

Role of NTFPs in Rural Livelihood and Environmental Sustainability: A Governance and Policy Approach

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ABSTRACT

Purpose: Non Timber Forest Produces refers all the biological materials other than timber. It has wide importance and array of functional attributes in rural health, nutrition and economic prosperity with forest sustainability. NTFPs act as a valuable source of income for people residing in the tribal belt. India represents a compelling case for the study of NTFPs and their governance. India's dense forest cover ranging from Himalayas to rain forests in the Western Ghats are amply invested with NTFPs and this is one of the largest populations of forest-dependent people in the world. Although many works on governance and policy for NTFPs in the country has been carried out; based on the ground existing potential, scientific harvesting, its value in global scenario, its health and nutritional significance, their conservation strategy is scarce. Further, the environmental and socioeconomic assessments of NTFPs is crucial for carry off sustainable practices which may help forest departments to manage it appropriately. Keeping this in mind, It is important to understand the market potential of NTFPs in rural livelihood and assess the government laws and reforms towards its sustainable management. This paper emphasized various existing policy for sustainable NTFPs governance and the needful future direction for human welfare.

Approach: Rigorous reviews of various research paper in governance and policy on NTFPs in national and international level.

Findings: Improvements in governance are imperative to improve the economic impact and practice sustainable trade. Policy should try to improve a uniform policy environment to bridge the market linkage, good inventory system, adequate value addition on NTFPs across the states and also at national level.

Research limitations/implications: In order to manage NTFP sustainability there is a need to assess production potential as well as current collection and management techniques, especially forest produce exploitation, involvement of middle men in unfair trade practices are not been looked over.

Practical implications: A policy on NTFP will provide a direction and guidelines with regard to the type of NTFPs that should be given priority. Training and campaigns on harvesting and processing on NTFPs in rural belt and forest inhabited are are necessitate for their sustainable utilization.

Social implications: This will provide the necessary insight for coordination and effective action to cope with the expanding Global NTFP market and societal improvement in rural with environmental sustainability.

Keywords: NTFPs, Livelihood, environmental sustainability, Governance and Policy

Bootstrapping and Beyond: Fundraising Challenges of Women Startup Founders in Kerala

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ABSTRACT

Purpose: To study why the women tech entrepreneurs in Kerala are failing to raise external investments and accelerate their growth

Design/methodology/approach: The study was primarily qualitative in nature. Women entrepreneurs are interviewed through phones by asking Open end-d questions. Also a descriptive analysis of Investors using semi str-ctured Interviews

Findings: Qualitative Analysis of women entrepreneurs reveals that the Angel Investors/VC's primarily interested in potentially scalable businesses, and they have experienced 'Unconscious-Bias', investors doubting their long-term commitments, work-life balance etc. This is more found in 100% women startups and different from male-female mix. Women struggle to connect with the right kind of investors, unable to understand investor jargon & convey scaling-up plans, suffer from diffident communication etc. The descriptive analysis of investors shows that women startups from Kerala lack unique product differentiation, understanding of 'Product-Market-Fit', lacks 'Digital Divide', leadership and vision, mismatching pitching styles, ignorance of business & financial acumen, limited access to networking and mentorships, ambiguity in long-term commitments, risk averseness, language barriers and cultural constraints. How ever, in a male-female combination, the investors have found complementary skill sets, where there's nullified chance for any women-bias.

Originality: The basic survey was done through Kerala Startup Mission and the study is in its original form

Kerala Startup Mission (KSUM) defines 'women -startup' as a startup, with women co-founder(s) holding 51% of shares. KSUM says that less than 17.6% of the total KSUM registered startups (3246) are women (572) aligning with this definition. The women startup ecosystem in Kerala is in a nascent stage and slow-moving in terms of fundraising and scaling up. A recent basic survey conducted by KSUM among 572 women startups observes that about 49% of total women startups registered with KSUM generate revenues, 38% are looking for fundraising and only 0.06% have raised external investments. This implies that 62% of the women startups are bootstrapped and seek government grants, subsidies or loans as their funding sources for short-term goals. The 38% of women startups who seek external investments fail fund-raising from Angel Investors, Venture Capitalists(VC's) or Financial Institutions. Hence the problem statement was arrived.

Research limitations/implications: The study is limited to women entrepreneurs based out of Kerala only

Practical implications: The study will have practical implications in improving the quality of women entrepreneurs by upskilling them and deploying specific programmes to ratify the challenges populated both by Women entrepreneurs and investors. Attempts are being made to suggest a standardised process for nullifying or deteriorating the 'Unconscious Bias' currently prevaling in the Kerala society.

This will improve the overall quality of women entrepreneurs and their startups, equip them with investor pitching skill sets and eventually build their confidence. The message of extending a strong family support for women entrepreneur is also crucial here. This will enable them to long term commitment, thereby increasing the chance of securing external investments.

Social implications: The research will gradually improve the outlook of the society towards women startup founders and more chances of securing external investments.

Sustainable Market Development Strategies for MSMEs with specific focus on Healthy Packaged Food Market in Pune, Maharashtra, India

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ABSTRACT

PURPOSE: The purpose of this study is to explore various factors that the Food and Beverage industry considers when formulating strategies, with a particular focus on healthy packaged foods. The study aims to investigate the most critical elements of 4As Model – Awareness, Accessibility, Affordability and Acceptance towards entry to the market and entry to the people, particularly in the healthy foods segment. Additionally, it seeks to understand the company's approach to customer engagement and satisfaction.

Healthy packaged foods refer to ready-to-eat or easy-to-prepare food products that are designed to provide nutritional benefits and promote overall health. These products often emphasize the use of natural ingredients, minimal processing, and balanced nutrition, catering to consumers seeking healthier dietary options. Micro, Small, and Medium Enterprises (MSMEs) with an annual turnover of 5 cores to 75 cores are the target of this study, aiming to understand their role and strategies in the market.

DESIGN/METHODOLOGY/APPROACH: A cross-sectional survey was carried out within India's Food and Beverage industry, focusing on the healthy food segment and targeting Micro, Small, and Medium Enterprises (MSMEs). The study is the cross-sectional has been carried out during August to October 2024. An in-depth interview with key stakeholders such as founders and top authorities of the MSMEs followed structured questionnaire on 4As Model - Awareness, Accessibility, Affordability, and Acceptability and Sustainability will collect. The combination of quantitative data from the questionnaire and qualitative insights from the interviews provided a deeper understanding of the industry's strategic landscape. Multiple regression will be used to analyze the data. The study examined strategies for successful market entry by addressing consumer demand and gaining acceptance among the target audience, with a specific focus on MSMEs' role.

FINDINGS: The research findings emphasize the strategic approaches that companies apply to stand out from leading brands and lasting customer relationships. These enterprises understand 4As Model and Sustainability which are important to understand entry to market and entry to people, often overlooked by established competitors that address specific consumer pain points. In addition to product innovation, companies also prioritize customer engagement by understanding the factors that attract new customers. By combining these strategies, they not only capture new market segments but also foster loyalty, ensuring long-term growth, sustainability and competitiveness in the industry.

ORIGINALITY: The survey on India's food and beverage industry focused on startups, highlighting their pivotal role in adapting to market dynamics. The research introduced key factors of 4As Model – Awareness, Accessibility, Affordability and Acceptance towards entry to the market and entry to the people and sustainability. Continuous improvement refers to startups' efforts to consistently enhance their products to meet evolving consumer demands and stay competitive. 4As models emphasize the strategic approaches used to introduce new products or improve existing ones through novel ingredients, technologies, or business models.

RESEARCH LIMITATIONS/IMPLICATIONS: The survey gathered responses from a limited range of 100 to 150 MSMEs, representing a diverse sample size, and it encompassed healthy packaged food while focusing on companies located in Pune, Maharashtra, India.

PRACTICAL IMPLICATIONS: In the Food and Beverage industry highlight several critical factors that influence successful strategy formulation and market expansion. Companies that excel in opportunity identification are more adept at capitalizing on emerging trends, leading to higher success rates in market entry. The adoption of diverse 4As models positions firms to enhance product offerings and maintain competitiveness. Emphasizing a strong competitive strategy through differentiation allows businesses to carve out niche markets and foster brand loyalty. Additionally, prioritizing customer acquisition and engagement through personalized experiences significantly boosts customer satisfaction and retention. The importance of sustainability practices, as environmentally conscious operations attract a growing demographic of eco-aware consumers. Organizations that cultivate a culture of continuous improvement and adaptability can respond effectively to market shifts, ensuring sustained relevance.

SOCIAL IMPLICATIONS: The social implications of this study on the Food and Beverage industry are significant, influencing various stakeholders and fostering positive societal change. By promoting sustainability practices and ethical sourcing, the study raises consumer awareness about the importance of supporting environmentally responsible brands. Successful market expansion strategies adapting their products to local tastes promote cultural diversity and inclusivity. Furthermore, firms that prioritize customer engagement build stronger community relationships, fostering trust that enhance social cohesion. By adopting sustainable practices, businesses contribute to broader societal goals like reducing carbon footprints and conserving resources for future generations.

Keywords: Food and Beverage Industry, Strategy, 4As Model, Awareness, Accessibility, Affordability, Acceptance, Market, Sustainability, MSMEs, Healthy Packaged Food, People.

A Systematic Review on the Role of Financial Inclusion in Women Entrepreneurship Development: Future Research Agenda for Sustainable Entrepreneurial Strategies Formulation in Emerging Economies

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ABSTRACT

Purpose: The purpose of this study is to furnish a systematic review on the role of financial inclusion in the women entrepreneurship development with an aim to derive a structured future research agenda with reference to sustainable entrepreneurial strategies formulation in the emerging economies.

Design/methodology/approach: A multipronged research design is devised for this study. First a Systematic Literature Review (SLR) of 94 Scopus-indexed publications (ABDC journals published during November 1999-June 2024) is carried out using the Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) tools to get an overview of the current trends of financial inclusion in women entrepreneurship research. This study has also performed ADO-TCM framework-based review to derive a structured future research agenda and the direction to carry out future research in this domain with a focus on sustainable entrepreneurial strategies formulation in the emerging economies context. Further, a comprehensive Public Policy study on Financial Inclusion & Women Entrepreneurship development of the last two decades (2004-24) from the secondary database is conducted to identify the successful implementation strategies of different financial inclusion focused women entrepreneurship policies for further validating the review findings of this SLR.

Findings: The ADO (Antecedents-Decisions-Outcome) framework finds that cognitive, normative and regulative antecedents have played a crucial role in the decision-making process of women belonging to the bottom of pyramid segment for a favorable entrepreneurial outcome. It further reveals that regulative antecedents in the form of favorable financial inclusion and entrepreneurship development policy builds an enabling women entrepreneurial ecosystem upon which cognitive antecedents acts as an intrinsic motivation factor among women to operate within a set of value and norms of normative antecedents for a sustainable entrepreneurial growth. The TCM (Theory-Context-Method) framework used in this study provides a structured insight on the theoretical, contextual and methodological drivers underlying the relationship between financial inclusion and women entrepreneurship. The ADO framework acts as an indicator for the future research under different dimensions such as role of cognitive antecedents in the women entrepreneurship development from an individual behavior perspective, role of financial products beyond microcredit viz. micro savings, micro insurance and digital finance on women entrepreneurship development, constraints faced by the women entrepreneurs in adopting digital technology, role of micro and

macro environment in promoting digital financial products among women entrepreneurs. TCM approach devises the future research guidelines for acting upon the future research agenda being derived from the ADO framework The systematic review as well as the comprehensive public policy study also illustrates various India specific financial inclusion policies and entrepreneurial strategies for a sustainable and scalable women entrepreneurship business model.

Originality: This study is one of the pioneer systematic literature reviews to analyze the catalytic effect of financial inclusion in women entrepreneurship development unlike the contemporary research focusing either on financial inclusion or women entrepreneurship development. It can also be considered as one of the frontier research works in the framework based systematic review pertaining to financial inclusion and women entrepreneurship research arena by applying the ADO-TCM framework. This research is the unique study in carrying out the comprehensive policy study not only for validating the review findings but also to formulate future entrepreneurial strategies.

Research limitations/implications: Only few papers (6 out 94 papers) have explained the role of mediators (economic empowerment/entrepreneurial drive) and moderators (political stability, regulatory quality) between antecedents and decisions/outcomes which indicates the future scope of research in this direction. The future research in this domain should also emphasize on the world-wide research across all emerging economies with a focus on transdisciplinary research.

Practical implications: The combined framework of the ADO-TCM has generated scholarly and comprehensive insights for a holistic understanding of the financial inclusion ecosystem from women entrepreneurship development context. This research imparts an understanding of how bottom of pyramid level women entrepreneurship operates which the service providers can integrate in their business strategies to develop gender focused affordable and accessible financial products/services for the entrepreneurial growth.

Social implications: The finding of this paper will give directions to policy makers for formulating future financial inclusion focused women entrepreneurship policies pertaining to different emerging economies. This study also provides key implications for formulating different entrepreneurial strategies pertaining to the emerging economies such as strategies for adoption of digital finance for women entrepreneurial growth, product innovation framework and design of scalable and sustainable business model for the women entrepreneurs.

Advancing Sustainability through Technology: Challenges and Opportunities in a Global Context

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ABSTRACT

The future of humanity and our planet lies in our hand. We are now focused to reduce adverse environmental impact by paying special attention to air quality, waste management and efficient use of natural resources. Technological advancements are playing a critical role in addressing global sustainability challenges, offering innovative solutions to environmental degradation, resource scarcity, and climate change. This paper examines the role of technology in advancing sustainability by strengthening scientific and technological capacity to move towards more sustainable patterns of consumption and production, focusing on the opportunities it presents and the challenges that arise in a global context. Technologies such as renewable energy, smart grids, artificial intelligence, and blockchain are transforming industries, enabling more efficient resource management, reducing carbon footprints, and fostering sustainable business practices. However, the integration of these technologies is not without challenges. Issues such as digital divides, high implementation costs, and regulatory barriers can hinder widespread adoption, particularly in developing nations. Additionally, the environmental impact of producing and disposing of advanced technologies, such as electronics, poses further complications. This study provides a comprehensive analysis of how technological innovations contribute to global sustainability efforts, while also addressing the economic, social, and environmental challenges involved. By examining case studies from various industries and regions, this research highlights the potential for technology to foster long-term sustainability and the need for collaborative policy frameworks that ensure equitable access to these innovations. The findings underscore the importance of aligning technological development with sustainable goals to create a resilient and inclusive global economy and reduce adverse environmental impact to support the need of the present and future generations.

Keywords: Global sustainability, Technology Integration, climate change, renewable energy, smart grid, artificial intelligence, digital divide, collaborative policy.

Factors Affecting Alumni Engagement in Supporting Student Startups and in Developing Entrepreneurship Ecosystems in Higher Educational Institutions in India

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ABSTRACT

Purpose:

- Identify the factors that motivate alumni in developing entrepreneurship ecosystem and supporting student start-ups in higher educational institutions in India and

- To rank the factors that motivate alumni engagement in development of entrepreneurship ecosystem and in supporting student start-ups in higher educational institutions in India.

Design/methodology/approach: The factors and sub-factors that aligned with the purpose of this project were identified after conducting literature review and from interactions with alumni experts are ranked using Analytical Hierarchy Process (AHP) technique. Analytic Hierarchy Process (AHP) is a subtype of Multi Criteria Decision Making (MCDM) that can be used to address the subjective nature of data that are both of quantitative and qualitative in nature. Analytical Hierarchy Process (AHP) is used for the study since this is an exploratory research and to incorporate subjectivity based on personal experience and preferences of experts involved in the study. A pairwise comparison of the factors and sub factors were carried out by the experts from College of Engineering Trivandrum, IIT Madras, SRMIST, IIM Tiruchirappalli and Vellore Institute of Technology and the essence of the comparison were used after carrying out consistency check using Saaty's random index table to rank the factors and sub factors and to analyze their role in influencing alumni.

Findings: The study revealed that the internal motivation factors are heavily influencing alumni, along with different levels of engagement opportunity presented to alumni. The study also revealed the importance of employing technologically driven alumni engagement platforms for effectively making use of alumni's involvement. The study also shed light on the pressing need for programs and opportunities that will channel the alumni's experience, knowledge and interest in the direction of policy making for the development of entrepreneurship ecosystem. Also, the study also provided insight on the need to improve efforts from the side of college authority for effective alumni participation.

Originality: At present there are limited studies on the role of alumni in the development of entrepreneurship ecosystem in higher educational institutions in India. This study explore the motivating factors that push the alumni in supporting student

start-ups and in developing entrepreneurship ecosystem in their alma mater, despite their limitations due to professional and personal commitments.

Research limitations/implications: The study was conducted among alumni who are actively involved in supporting student start-ups and entrepreneurship ecosystem in their alma mater. Since these respondents were very active in contributing to their alma mater and most of were also professionally active, there were time constraints for some of them for being a part of the study.

Since the number of colleges which had alumni community who were actively engaged in entrepreneurship development in their alma mater were limited, there was difficulty in connecting with these alumni.

Practical implications: In India there has been an increase in alumni donations to promote innovation and start-up initiatives in higher educational institutions. In addition to that, many premier institutes are organizing alumni reunions and other alumni engagement activities to improve alumni-alma master relations and channel the alumni donations for capacity building and to improve the activities that promote student and faculty entrepreneurship. The stakeholders of academic entrepreneurship ecosystem have a major role in the success rate of student led start-ups by providing proper venues to evaluate the business opportunities and by providing proper guidance. This study aims to find the important factors that promote alumni engagement, so that Institutions can streamline their alumni – student start-up connect activities for college entrepreneurship ecosystem development, efficiently based on this study.

Social implications: To overcome the challenges of large number of youths migrating to other countries in search of better job opportunities, the government of India has formulated schemes that support entrepreneurship as an alternate career choice through initiatives like the Pradhan Mantri YUVA Yojana, Startup India, Standup India, along with fulfilling the vison of Atmanirbhar Bharath, through Make in India. In association, State governments has also facilitated various schemes for example: Kerala Startup Mission has also launched IGNITE, an initiative to spread awareness about start up investments to motivate alumni networks to establish local angel networks with the support of educational institutions to support in-campus entrepreneurship. This study tries to understand the factors contributing to alumni community's motivation in supporting student start-ups and in development of entrepreneurship ecosystem in higher educational institutions in India which will help strengthening alumni - almamater relation by leveraging effective alumni engagement activities, which will contribute to preventing brain drain from India.

Keywords: Entrepreneurship ecosystem, alumni engagement, student start-up, higher educational institutions, India

Strategic Insights for Emerging e-commerce Start-ups in India: Decoding the Macro-Environment Dynamics through AHP

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ABSTRACT

Purpose: Startups play a crucial role in nation-building by addressing market needs through innovative products, services, processes, and platforms. The Indian startup ecosystem is a dynamic network of entrepreneurs, investors, mentors, and stakeholders committed to fostering innovation. As of August 2023, India ranks among the fastest-growing startup ecosystems worldwide, with over 100 unicorns, solidifying its position as the third-largest globally. This impressive growth is fueled by a vibrant entrepreneurial culture, particularly among millennials, and has demonstrated remarkable resilience during economic downturns and global crises.

Supportive government policies, such as the Startup India and Digital India initiatives, have been instrumental in promoting this growth. However, despite these advancements, entrepreneurs continue to face significant challenges, primarily stemming from uncertainties regarding startup viability. Such challenges often lead to cautious decision-making, which can hinder growth potential. To address these issues, this research aims to investigate the impact of macro-environmental factors on the emergence and growth of start-ups in India. By applying the Analytic Hierarchy Process (AHP), we provide a systematic framework to understand the complex interplay of factors that influence strategic decisions within this evolving landscape.

Objectives of the study: Understanding the factors that drive the success and growth of startups, particularly in emerging economies like India, is crucial. The study aims:

- To systematically evaluate how macro-environmental factors, such as funding accessibility, technological advancements, regulatory frameworks, and market dynamics, partnership & support influence the emergence and growth of startups in India.

- To rank these factors according to their conduciveness in Indian business environment context.

- To investigate how supportive government initiatives, such as Startup India and Digital India, contribute to the entrepreneurial ecosystem and address existing challenges.

- To gather qualitative insights from interviews with entrepreneurs, industry analysts, and academic professionals, enriching the quantitative findings with real-world experiences and viewpoints.

Design/methodology/approach: The study employs a mixed-methods approach, integrating qualitative insights from interviews with entrepreneurs, industry analysts, and academic professionals with quantitative analysis using the Analytic Hierarchy Process (AHP). This methodology facilitates a structured evaluation of key macro-environmental elements, including technological advancements, regulatory frameworks, and market dynamics.

Findings The study is still under data analysis phase

Originality

While extensive research has explored the impact of startups on economic development, there has been limited focus on the interplay between government policies and startup success, particularly in emerging economies like India. This study uniquely employs the Analytic Hierarchy Process (AHP) to analyze the dynamics of Indian startups, providing a structured approach to understanding external influences on entrepreneurial strategies. By integrating expert insights, we enhance the analysis and offer a fresh perspective on the challenges and opportunities faced by startups in emerging markets.

Research limitations/implications

The study is limited by the size of the expert interview sample and its focus on a specific geographical context. Future research could expand to include a broader range of industries and regions, enhancing understanding of the digital macro-environment. Additionally, findings are specific to e-commerce start-ups, which may limit applicability to other sectors due to India's diverse regional policies.

Practical implications

By analyzing real-world data, experiences, and trends, this study uncovers key patterns and macro-environmental factors that influence startup success. These insights inform practical recommendations to address specific challenges such as funding accessibility, technological barriers, and market dynamics while identifying growth opportunities. Tailored to the unique needs of startups, these actionable guidelines will help them navigate complex environments and achieve sustainable growth.

The findings provide valuable insights for various stakeholders in India's e-commerce sector. Theoretically, they emphasize the significance of financial management, shifts in consumer behavior, and business resilience, highlighting areas for further research in entrepreneurship, consumer studies, and organizational dynamics.

For managers, key takeaways include establishing a solid business foundation, streamlining financial processes, and crafting compelling pitches to secure funding. In response to the rapid digital shift, a robust online presence is essential, as is building customer trust through reliable services and quality control. Additionally, outsourcing non-core functions and understanding evolving consumer needs can drive innovation and market expansion. Patience and persistence remain crucial for establishing long-term credibility.

For policymakers, the study advocates for enhanced support through mentorship programs, simplified funding access, and incentives for sustainable practices. Strengthening connections between startups and banks, improving regulatory processes, and promoting entrepreneurial education can foster a more supportive startup ecosystem.

Social implications: This research contributes to the broader discourse on entrepreneurship in India, emphasizing the importance of government initiatives and supportive policy frameworks. It underscores the role of innovation and technology in driving economic growth and job creation.

Keywords: Indian start-ups, digital era, macro-environment, AHP, entrepreneurial strategy, regulatory policies, emerging markets, mixed-methods approach, sustainability, innovation.

Consumers' Perceptions and Companies' Strategies towards Circular Economy in India

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ABSTRACT

Purpose: The research paper examines the circular economy practices employed by companies in India that have strategised towards environmental, social, and corporate governance principles, to uphold the holistic view of sustainability. The research paper also examines consumer perceptions of their awareness levels, expectations towards circular economy practices, products/ services, and various factors influencing customers' use of circular economy products/ services.

Design/methodology/approach: A mixed-method approach comprising quantitative and qualitative methods is utilised. The quantitative approach uses a structured questionnaire to study consumers' perceptions, awareness levels, and behaviours regarding circular economy practices or products/ services in India. The qualitative approach involves using case studies of companies in various sectors that have implemented strategies on circular economy and employed their practices to mitigate climate risk.

Findings: The study has found that consumers are in the nascent stage of increasing their awareness of circular economy practices and products/ services. The awareness is confined to waste reduction and recycling since most consumers associate the circular economy with these initiatives. Manufacturing, technology, and fashion companies have adapted their strategies towards a circular economy, focusing on waste minimisation, the usage of recycled materials, and product durability. Nonetheless, the study discloses a gap between consumer expectations and company engagement.

Originality: The study highlights the dual perspective of corporate actions and consumer perceptions towards a circular economy in India. This research will contribute to the literature on circular economy that awaits to be explored fully in the Indian context since this is a focus area in the light of Sustainability Development Goals 2030.

Research limitations/implications: The scope of the study is limited to the sample size of companies and consumers owing to the convenience sampling method. This may not fully capture the circular economy practices of various sectors/ industries nor variations in consumer behaviour across multiple regions/ groups. Future studies can be undertaken concerning the diverse industrial landscape of India, and responses can be collected across various demographic groups/ geographical regions to understand the variations in the spread.

Practical implications: Companies should be transparent in disclosing their circular economy practices and making consumers aware of them. Consumers can then purchase and use these products/ services to promote sustainability and mitigate

climate risk. Alignment between corporate actions in employing circular economy strategies and consumer behaviour in adopting circular economy products/ services portrays a positive mindset in the economy.

Social implications: Consumers ' awareness of circular economy practices, initiatives, and strategies may inspire other companies to follow suit and implement them. Consumers becoming more informed may expect environmental/society-friendly products from the companies that cause the least harm to the environmental impact and enhanced sustainability levels in India.

Keywords: Circular economy, sustainability, consumer perception, corporate strategy, India, waste reduction, recycling, sustainable development, product durability, corporate responsibility, consumer behaviour, environmental awareness.

Social Work and Strategic Human Resource Management (SHRM): A Collective Approach to Enhancing Organizational Performance and Social Responsibility

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ABSTRACT

Purpose: This study focuses how social work and strategic human resource management (SHRM) may function together. It examines crucial components that facilitate collaboration between social work and SHRM and identifies best practices for effective implementation. While social work principles guide individual well-being and organizations' communal responsibilities, SHRM focuses on effective human resource management through the alignment of organizational goals and visions. Finding a balance between the organization's and society's aims is the primary objective of this integration.

Study Approach: The study examines key theories and case studies pertaining to social work principles and strategic human resource management (SHRM). It also uses a qualitative methodology, interviewing directors, HR Heads and Professional social workers from different organizations

Findings: This integrated approach examines the idea of "Strategic Balance, " which draws from the theories of social work and SHRM, that helps to improve employee performance and society trust, especially from customers. The concept of Strategic Balance posits, when SHRM successfully complies with social work principles, it increases trust and hence improves customer satisfaction. This paradigm highlights the connection between greater business effectiveness and greater social responsibility and placing a high priority on employee mental health.

Originality and Contribution: Through a unique combination of Social Work and Strategic Human Resource Management (SHRM), this multidisciplinary research introduces the new notion of "Strategic Balance." This framework offers a novel viewpoint on how merging these domains might improve the efficacy of organizations and promote social responsibility. This study provides important insights into the real-world applications of social work and SHRM by highlighting the interdependence of customer trust, employee well-being, and organizational performance.

Research limitations: This research is especially pertinent to the service business industry, as there will probably be a greater effect on the integration of Social Work and Strategic Human Resource Management (SHRM) concepts. To further understand how this integration might be enhanced, future study should concentrate on the distinct opportunities and constraints within different sectors, especially in service-oriented companies.

Implications: Businesses in the service industry can put strategies into place that prioritize through Strategic Balance, which will increase employee engagement and motivation. Better client loyalty and happiness may result from this, which will ultimately boost company performance. Additionally, this strategy will regulate unethical tactics, unhealthy workforces, and detrimental effects on society values.

Keywords: Strategic Human Resource Management (SHRM), Social Work Principles, Employee Engagement, Organizational Performance, Social Responsibility, Strategic Balance, Customer Satisfaction, Workforce Well-being, Ethical Practices, Service Sector, Community Engagement.

Factors Influencing Entrepreneurial Success: A Study of Small-Scale Enterprises in Chittoor District, Andhra Pradesh

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ABSTRACT

This study investigates the factors contributing to the success of entrepreneurs in the Chittoor district of Andhra Pradesh, with a focus on small-scale enterprises. The research aims to identify the compelling reasons behind entrepreneurs' decisions to start businesses, assess the relationship between age, gender, and entrepreneurial success, and explore how entrepreneurs leverage training, technical knowledge, and experience for business growth. It also evaluates the significant role of government support and previous experience in shaping entrepreneurial ventures.

The primary objectives of the study are To identify the factors influencing entrepreneurs' decisions to start small-scale enterprises, To assess the relationship between age and entrepreneurial success. To evaluate the impact of gender on entrepreneurial success.

To analyze the role of entrepreneurial development training in business success.

To investigate the influence of technical knowledge, trade information, and previous experience on entrepreneurial success.

Methodology: The study employed both quantitative and qualitative data collection methods. A sample of entrepreneurs from different revenue divisions in Chittoor district was selected using a stratified random sampling technique. Data were collected from primary sources through structured questionnaires, as well as from secondary sources such as government reports and academic literature. Chi-square ($\chi2$) tests were used to examine the relationships between entrepreneurial success and various factors, including age, gender, and reasons for starting a business.

Findings: The study yielded several significant findings:

Reasons for Becoming an entrepreneur: The most compelling reason for the majority of respondents (33.6%) to start their own businesses was previous experience, which provided confidence and knowledge to manage business operations effectively. Unemployment (27.6%) and dissatisfaction with previous jobs (21%) were also major motivators. Government support (9.3%) and the desire to utilize technical and professional skills (8.4%) were additional factors. Revenue division-wise, unemployment was a key factor in the Tirupati division, while previous experience was more significant in the Chittoor and Madanapalle divisions.

2. **Age and Entrepreneurial Success:** The study found that entrepreneurs in the age group of 36-50 years had a higher success rate compared to other age groups. This was attributed to their ability to focus on tasks, identify opportunities, make efficient decisions, and their strong desire to achieve stability in life. A chi-square test confirmed a significant relationship between age and entrepreneurial success, rejecting the null hypothesis that age is independent of success.

3.Gender and Entrepreneurial Success: Although both men and women are engaged in entrepreneurial activities, the study found that male entrepreneurs tend to achieve greater success than their female counterparts. The challenges faced by women entrepreneurs, such as lack of family support, limited financial worthiness, and the demands of frequent travel, were identified as barriers to success. The chi-square test confirmed a significant difference in entrepreneurial success between genders, highlighting the need for additional support mechanisms for women entrepreneurs.

Entrepreneurial Development Training: Entrepreneurs who participated in development training programs reported significant improvements in their business success. These programs equipped them with essential knowledge in areas such as finance, resource utilization, planning, and marketing, which contributed to their growth and success.

Key Success Factors: Three factors—technical knowledge, trade information, and previous experience—were identified as the top contributors to entrepreneurial success. Entrepreneurs with access to these resources were better able to make informed decisions and tackle business challenges, resulting in higher success rates.

Conclusion: The study highlights the importance of previous experience, age, gender, and training in determining entrepreneurial success in small-scale enterprises. Entrepreneurs who leverage prior knowledge and receive formal training are better positioned to succeed. Additionally, the findings suggest that age and gender significantly influence entrepreneurial outcomes, with middle-aged entrepreneurs and male entrepreneurs achieving higher success rates. Addressing the challenges faced by female entrepreneurs and expanding training opportunities can help promote more inclusive entrepreneurial success in the region.

The study provides valuable insights for policymakers and business development agencies to better understand the factors influencing entrepreneurial success and to implement targeted interventions that

Keywords: Entrepreneurial Success, Small- Scale Enterprises, Previous Experience, Gender and Entrepreneurship, Age and Business Success and Entrepreneurial Development Training.

Building Sustainable Competitive Advantage through Entrepreneurial Orientations Exploring the Influence of Financial and Social Capital in Women Micro-Entrepreneurs

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ABSTRACT

Purpose: Women's entrepreneurship has emerged as a promising avenue for inclusive economic development, particularly in rural and semi-urban regions. However, enterprises run by them often face unique challenges in accessing financial and social capital resources, which significantly impact their ability to achieve sustainable advantage in the competitive market. The study attempted to comprehensively understand the factors contributing to creating sustainable competitive advantage through the combined effect of entrepreneurial resources and entrepreneurial orientation.

Design/Methodology/Approach: Using convince sampling, the 287 survey data was collected through structured questionnaires from women entrepreneurs associated with micro-entrepreneurs. A quantitative technique that entailed partial least squares structural equation modelling (PLS-SEM) was applied to test the research hypothesised and casual relationship. The analytical approach allowed for a robust architectural assessment of financial and social capital's direct and indirect effects on sustainable advantage through entrepreneurial orientation.

Findings: The findings indicate that financial and social capital resources positively influence entrepreneurial orientations and, In turn, have a positive and significant effect on sustainable competitive advantage through an entrepreneurial approach. Further, findings show that social capital can substantially impact entrepreneurial orientation when facilitated by financial competence. This suggests that access to financial capital and robust social networks are crucial, and their impact on competitive advantage is significantly enhanced when women entrepreneurs build solid entrepreneurial orientation.

Research limitations: The study is limited by its geographical context and focus on rural women entrepreneurs in specific regions, which may affect the generalizability of the findings. Further future scope can be expanded to other geographical contexts in urban and semi-urban areas. Conducting comparative studies across different regions and sectors can help identify unique challenges and opportunities women entrepreneurs face. Exploring the moderating effect of the socio-demographic association between financial and social capital competitive advantage can provide a nuanced understanding of women's entrepreneurship.

Implications: The study provides valuable insights for policymakers and practitioners on the importance of fostering entrepreneurial orientations to enhance financial and social resources to support rural women entrepreneurs. Further understanding the role of financial and social capital, the research contributes to strategies aimed at empowering women micro-entrepreneurs, thus prompting social inclusion and economic development in rural areas.

Originality/value: The present study adds knowledge to the existing literature by highlighting the unique interplay between entrepreneurial resources to achieve sustainable competitive advantage. It underscores the importance of fostering entrepreneurial orientations to effectively leverage financial and social resources. The insights from this study can benefit academicians, policymakers, microfinance institutions, and self-help groups to support originations in designing policies targeted to empower women entrepreneurs.

Keywords: Financial Capital, Social Capital, Entrepreneurial Orientations, Sustainable Competitive Advantage, Women Entrepreneurs, PLS-SEM

Empowering Sustainability: The Role of Emerging Economy Startups in Advancing the Circular Economy

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ABSTRACT

Purpose: Startups in emerging economies are increasingly recognized as vital contributors to the circular economy, leveraging innovative practices to enhance sustainability and resource efficiency. This research explores the multifaceted roles these startups play, including the adoption of innovative business models such as product-as-a-service, which minimize resource consumption and promote sustainable usage patterns. Furthermore, startups are at the forefront of developing technologies and systems that facilitate effective waste management and resource recovery, thereby creating economic opportunities while reducing environmental impact. Engaging with local communities, they foster a culture of sustainability through initiatives like local sourcing and recycling programs. Additionally, startups advocate for supportive policies that enhance circular initiatives, emphasizing their role as agents of change. The primary objective of this study is to explore the key enablers that facilitate the implementation of circular economy strategies among startups and to identify the barriers that hinder their adoption.

Design/methodology/approach: In this study, the case study method was adopted to gain in-depth insights into the implementation of circular economy strategies among startups. This qualitative research approach allows for an in-depth exploration of unique challenges and opportunities startups face in adopting circular economy practices. Detailed data to be collected through interviews, observations, and document analysis.

Findings: Initial data collection, through interviews and document analysis, has provided early insights into the challenges and opportunities startups face. Preliminary findings indicate that while startups are highly innovative, they often struggle with resource constraints and lack of awareness. However, enablers like government incentives and growing market demand for sustainability play a supportive role. The remaining research will focus on completing additional case studies and conducting a thorough cross-case analysis to develop actionable recommendations for startups and policymakers.

Originality: Unlike most studies that focus on larger firms, this research delves into the agility, resource limitations, and innovative capacities of startups, providing fresh insights into how they navigate the circular economy landscape. The in-depth case study approach allows for a detailed examination of real-world scenarios, shedding light on practical strategies, enablers, and barriers specific to startups. This method offers rich, context-specific data that can inspire tailored solutions. The study investigates startups across different industries, providing a comparative view of how

the circular economy is being implemented in various sectors. This helps to identify sector-specific challenges and common enablers. By simultaneously exploring the enablers and barriers of circular economy adoption, the research aims to develop a more balanced and actionable framework that can be used by policymakers and startup founders alike.

Research limitations/implications: The case study method was chosen because it allows for a holistic understanding of complex phenomena in a real-world context, making it particularly suitable for examining the factors influencing circular economy strategy adoption in dynamic startup environments. This method also helps uncover practical insights that might be overlooked by broader quantitative methods, providing a nuanced understanding of both success factors and challenges in this context.

Practical implications: The practical implications of this study are significant for both startups and policymakers. For startups, the research will provide actionable insights on how to effectively implement circular economy strategies by identifying key enablers, such as government support, market opportunities, and innovative practices. Startups can use these findings to overcome common barriers like financial constraints and lack of awareness, thereby enhancing their sustainability initiatives and competitiveness in the market. For policymakers, the study offers valuable data to inform the creation of supportive frameworks and policies that encourage circular economy adoption in emerging businesses.

Social implications: The study supports a more sustainable and socially responsible economic model, encouraging businesses and communities to adopt long-term, environmentally conscious practices that benefit both current and future generations.

Does Sustainability Disclosure Matter? Analyzing its Moderating Effect on the CSR-financial Performance Link

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ABSTRACT

Utilizing stakeholder and signalling theory, this research investigates the moderating influence of sustainability disclosure on the relationship between CSR performance and financial outcomes of firms. A two-way fixed effects panel regression analysis is employed to examine the underlying dynamics, utilizing a dataset comprising 1, 810 firm-year observations from 243 distinct firms listed on the NIFTY 500 over the period from 2015 to 2022. Also, present study aims to test the bidirectional causality and autoregression effects between CSR performance and the financial outcomes using a random intercept cross lagged panel model and structural equation modeling.The findings reveal a signicant positive relationship between CSR performance and financial performance. However, the moderating influence of sustainability disclosure in the above mentioned relationship is not significant, although it is in the anticipated direction. The non-significant cross-lagged effects suggest that the model may not fully capture the dynamic interaction between these variables. There might be external factors influencing the relationship that were not accounted for, such as macroeconomic conditions, regulatory changes, or industry-specific shocks. This study contributes to the existing body of literature on sustainability disclosure and offers practical implications for organizations and policymakers. The primary contribution of this study to the existing literature lies in establishing a connection between two previously distinct areas of research: the examination of the relationship between CSR performance and financial performance, and the analysis of the implications of sustainability disclosure. This study's key strength is the utilization of RI-CLPM to examine the longitudinal bidirectional relation between financial performance and CSR performance and detection of within-person relations while controlling the between- person effect.

Sustainability-oriented Corporate Social Responsibility in Digital Platform Companies

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ABSTRACT

Corporate social responsibility (CSR) and sustainability have emerged as significant forces behind competitiveness and success in the global business environment. Businesses must include ethical obligations and sustainable practices in their fundamental operations as society becomes more conscious of environmental, social, and ethical challenges. Simultaneously, the quick expansion of digital platform businesses has transformed company practices, bringing about innovative solutions and industry transformation. However, there is still a lack of research in the academic literature regarding the relationship between sustainability, corporate social responsibility, and digital platform companies. The present study attempts to explore and understand how digital platform companies engage in sustainability and CSR given their pervasive influence on various aspects of society. The methodology adopted in this research work is inductive, and multiple case analysis is used as the main approach. This research endeavor aims to leverage the chance to gather information from diverse settings to enhance comprehension of the understudied issue. The findings reveal that digital platform companies leverage CSR and sustainability initiatives to improve corporate image, brand competitiveness, and long-term success. Policymakers can leverage the study analysis to formulate regulations that promote ethical practices and address challenges emerging in the digital realm

Lessons from Indian Study for Sustainable Economic Growth through Insurance

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ABSTRACT

India's Insurance penetration has been consistently growing over the years. Penetration and density are two important metrics used to assess the level of development; and can be used as Sustainability Index for the Life Insurance sector all over the world. This paper examines the changes in penetration and density of life insurance in India during a decade to evaluate the growth pattern of life insurance sector in the Indian economy. The multivariate correlation is engaged to analyse growth pattern of GDP and Per Capita Income with penetration in insurance and density of insurance for the identified duration. Idea behind undertaking this study has originated from the statement by the Insurance Regulatory and Development Authority of India (IRDAI) annual report 2022 -23, which emphatically mentions that "Sustainability in Life Insurance is necessarily driven by the 'orderly and speedy growth' with the ultimate goal of providing long-term funds for accelerating growth of the Indian economy." The findings of this study indicate that insurance density has significant effect on GDP per capita growth. Also, a bit different perspective has emerged that Life Insurance Penetration, Density and GDP growth do not go always hand in hand. This gap can be mitigated by bridging Protection Gap. This paper contributes to the literature on the sustainability of the growth story of Indian life insurance sector and Sustainability Index which can be used in the industry.

Mergers and Acquisitions Deals in India

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ABSTRACT

Black swan events like pandemics, economic upheavals, and product life cycles all increase the likelihood that businesses may fail. The purpose of Mergers and Acquisitions (M&A) is to save businesses from imminent problems and closures. M&A successfully combines the complementary requirements of two distinct business units, resulting in a synergy that ensures survival and sustainability. Through M&A, businesses can expand more quickly than they could through organic expansion, improve their competitiveness, and solidify their place in the global market. Globalisation, liberalisation, privatisation, and technical advancements have all contributed to the current surge in popularity of M&A. The quantity and volume of M&A transactions have significantly increased throughout the last 5 Years. Due to improved market reputation and power, synergy power, and other qualitative and quantitative aspects, it is assumed that mergers help to develop the company's financial performance. M&A are now a common way for Indian businesses looking to quickly enter new markets to grow outside of their country. In recent years, Indian businesses have greatly increased their merger and acquisition activity, particularly when it comes to cross-border operations. Industries including natural resources and energy, IT, banking and financial services between 2019 and 2024. Since the volume and value of M&A transactions are crucial to this investigation, correlation and regression analysis will be used to examine their relationship across the chosen industries.

Keywords: Mergers, Acquisitions, Financial Performance, Technological Growth, Liberalization.

AI-Driven Personalization in Education: Unlocking Individualized Learning Paths

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ABSTRACT

Artificial Intelligence (AI) is rapidly transforming education, particularly through personalized learning systems that cater to individual student needs, preferences, and abilities. Traditional education methods often fall short in accommodating diverse student populations, leading to a lack of engagement and uneven academic performance. AI-based personalization offers a promising solution by delivering customized learning experiences and content, dynamically adjusting to students' progress and learning styles in real-time.

This paper explores the integration of AI-driven personalization in education, focusing on the effectiveness of these technologies in improving learning outcomes and student engagement.

Through a combination of qualitative and quantitative data, we aim to analyze how AI-based platforms adapt to individual needs and assess their benefits, challenges, and ethical implications. A statistical analysis is included to evaluate hypotheses regarding the impact of AI personalization on student performance.

Synergizing Innovation: Mapping Sustainability Startup Clusters

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ABSTRACT

Purpose: The importance of sustainability ecosystems has grown exponentially in recent years, as global challenges like climate change, resource depletion, and social inequalities demand urgent and innovative solutions. Startups, with their agility, creativity, and technology-driven approaches, play a crucial role in driving sustainable development by offering novel solutions that align with the United Nations Sustainable Development Goals (SDGs) (Volkmann et al. 2021). Startups tend to work across interconnected domains—such as clean energy, poverty reduction, and health. This interconnection presents a unique opportunity for clustering startups based on the SDGs they address. Clustering not only reveals how startups collaborate across different sustainability dimensions but also helps identify hubs within the ecosystem that focus on key SDG areas, enabling policymakers, investors, and governmental entities to prioritize support, foster collaboration, and align resources more effectively (Surana et al. 2020, Derlukiewicz et al. 2020). Our work seeks to study how startups address SDGs and uncover the patterns of co-occurrence between them, thus providing critical insights into the structure and dynamics of the sustainability ecosystem.

Design/methodology/approach: Our dataset comprises 5514 startups founded in India between 2012 and 2022, with each startup classified and multi-labelled based on its offerings and impact in relation to the SDGs. We analyze the frequency of SDGs addressed by these startups and examine their distribution patterns. Since many startups are associated with multiple SDGs, we employ the pandas and numpy libraries in Python to generate a co-occurrence matrix, which helps unravel interrelationships between SDGs. The co-occurrence approach allows us to measure how often pairs of SDGs are addressed together by startups, providing a quantitative basis for understanding SDG synergies. This matrix captures the frequency with which any two SDGs are co-targeted, shedding light on key SDG clusters. By visualizing these patterns, we can identify common goals startups are working towards simultaneously, revealing underlying trends in innovation and sustainability priorities.

Findings: The analysis of our startup dataset reveals distinct patterns in how different Sustainable Development Goals (SDGs) are engaged with and interrelated.

- Climate Action (SDG 13) emerges as the most frequently occurring goal, with over 1, 750 instances. This pronounced focus aligns with the growing global emphasis on addressing climate change and its far-reaching impacts.

- Responsible Consumption and Production (SDG 12), Sustainable Cities and Communities (SDG 11), and No Poverty (SDG 1) follow as the next most frequent SDGs, each appearing more than 1, 250 times. This clustering suggests a

strong entrepreneurial interest in urban sustainability, resource efficiency, and poverty alleviation.

- At the other end of the spectrum, Industry, Innovation and Infrastructure (SDG 9) appears less frequently, with fewer than 250 occurrences. This lower representation might indicate a gap in startup engagement or potential opportunities.

Co-occurrence Patterns: The co-occurrence matrix high- lights significant relationships between different SDGs.

Particularly strong co- occurrences are observed between certain SDG pairs:

- Poverty (SDG 1) with Quality Education (SDG 4) and Decent Work and Economic Growth (SDG 8)
- Quality Education (SDG 4) with Decent Work and Economic Growth (SDG 8)
- Climate Action (SDG 13) with Sustainable Cities and Communities (SDG 11)
- Moderate co-occurrences are seen between:
- Climate Action (SDG 13) and Affordable and Clean Energy (SDG 7)
- Responsible Consumption and Production (SDG 12) with Climate Action (SDG 13) and Life on Land (SDG 15)
- Some SDGs, such as Reduced Inequalities (SDG 10), Peace, Justice and Strong Institutions (SDG 16), and Partnerships for the Goals (SDG 17), show minimal co-occurrence with other goals. This isolation may indicate areas where integrated approaches are less common or where opportunities for more holistic solutions exist.

Originality: Our study throws significant light on the interconnectedness of SDGs addressed by Indian startups. Emerging as the frontrunner is SDG 13, as the highest number of startups are targeting to address the cause of climate action. There is visible disparity in SDG engagement among startups highlighting the need for policies and incentives to promote a more balanced approach to sustainability.

Research limitations/implications: Future research could explore the impact on SDGs as a result of startups' offerings and evaluate targeted interventions to promote a more comprehensive approach to sustainable development in the entrepreneurial ecosystem.

Practical implications: Policymakers should consider strategies to encourage engagement with underrepresented SDGs, particularly those related to environmental conservation.

Keywords: SDG Classification, Sustainability, Startups, Co-Occurrence Patterns

Exploring Inter-Sectoral Discrepancies in Coal's Calorific Value: The Role of Measurement Uncertainty

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ABSTRACT

In India, approximately 82% of non-coking coal is used for electricity generation. Coal companies charge purchasers based on a notified price linked to the coal grade, determined by testing the Gross Calorific Value (GCV) of consignments just before dispatch—referred to as the "As Billed" GCV. Since 2014, policy mandates that coal-fired power plants measure the GCV upon receipt (the "As Received" GCV) to gauge energy conversion efficiency and calculate variable power production costs, which ultimately impact consumer electricity tariffs.

Accurate GCV determination is crucial, with technological and commercial implications worth billions for both the coal and power sectors. Recent analysis of "As Billed" and "As Received" GCV data, released by these sectors, reveals substantial differences in calorific values for identical consignments. These discrepancies lead to frequent disputes as power utilities pass on increased costs through higher tariffs, attributing them to quality loss during coal transit. While some GCV loss is expected, the extent often surpasses reasonable limits.

This article examines the role of measurement uncertainty in the seemingly inexplicable differences in coal quality measurements between the two sectors—a topic of massive industrial importance that remains under-researched. By analyzing recent coal testing data, policy documents, and regulatory judgments, this study identifies deviations in sampling practices within the Coal and Power sectors as significant contributors to GCV measurement uncertainty. These deviations, in turn, lead to the unexpectedly high differences in GCV measured at both ends of the coal supply chain.

Assessing the Efficiency of Supply Chain Management for Essential Drugs in Madhya Pradesh: An ANOVA Analysis of Post Covid Health Infrastructure

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ABSTRACT

Purpose: The primary objective of this research is to assess the efficiency of the supply chain management for essential drugs in Madhya Pradesh, India, by examining the distribution of Primary Health Centers (PHCs) and determining the disparity in population coverage across different districts.

Design/methodology/approach: This study employs a one-way ANOVA analysis to compare the population served per PHC between the top five and bottom five districts with the highest and lowest number of PHCs. Data were gathered from government health reports, focusing on efficiency metrics related to service delivery and resource allocation.

Findings: The ANOVA analysis reveals a significant disparity in the population per PHC across districts. The findings suggest that districts with a higher number of PHCs offer better healthcare accessibility, indicating inefficiencies in drug distribution and resource allocation in other areas.

Originality: This study provides novel insights into the role of supply chain management in ensuring equitable access to essential drugs in rural healthcare settings, specifically within the context of Madhya Pradesh. It highlights the unique challenges faced by districts with fewer PHCs, contributing to a better understanding of healthcare accessibility issues.

Research limitations/implications: The study's limitations include a focus on district-level data that may not account for intra-district disparities. Future research could expand by including other efficiency indicators and exploring additional determinants of supply chain effectiveness.

Practical implications: The findings support targeted interventions for optimizing resource allocation, particularly in under-resourced districts. Practical recommendations include enhancing policy frameworks and capacity-building measures to improve the efficiency of supply chain management at PHCs.

Social implications: Improving drug distribution equity has a direct impact on healthcare accessibility for rural populations, potentially reducing out-of-pocket healthcare expenses and improving health outcomes in underserved communities.

Keywords: Supply Chain Management, Primary Health Centers, ANOVA, Essential Drugs, Healthcare Efficiency, Madhya Pradesh, Resource Allocation, Public Health, Rural Healthcare, Policy Interventions, Population Coverage, Drug Distribution.

Driving Sustainable Consumption: Unveiling the Impact of Environmental Identity and Social Norms on Millennial's Organic Purchase Intentions

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ABSTRACT

Purpose: The goal of this study is to examine the relationships between environmental awareness, green self-identity, and subjective standards, and their collective impact on millennials' attitudes towards purchasing organic products.

Design/methodology/approach: The study used a quantitative, correlational technique with a Cross-sectional design to investigate correlations between variables. A 25-question survey was used to collect data, which included five demographic questions and 20 items related to model variables that were hypothesised. To confirm the questionnaire's validity, a team of professionals, including research and marketing specialists, verified it. Following that, a pilot test with 30 millennials was done. The survey addressed millennials living in Bangalore. Surveys were done outside retail malls using a random sampling method. Out of 731 willingly participated questionnaires, 20 were eliminated owing to discrepancies, leaving a dataset of 710 individuals for additional statistical analysis.

To assess the proposed dimensions, we employed an established five-point Likert scale. Environmental awareness was assessed using three dimensions derived from Ahmed (2020). Green self-identity was gauged according to the metrics established by Rahnama and Rahnama (2017). Subjective norms were evaluated using the methodology outlined by Chen et al.(2020). The measurement of environmental attitude, as well as four items assessing green purchase intention, was adapted from the study conducted by Chen and Cheng (2012).

Findings: This study sheds light on the variables influencing millennials' views and intentions to purchase organic products in Bangalore. The findings emphasise the importance of green self-identity and subjective standards in forming environmental attitudes, which then positively influence green purchasing intentions. Contrary to popular belief, environmental knowledge does not directly impact environmental views, but it does play an important part in establishing a green self-identity. This suggests that, while awareness is crucial, it must be combined with identity and social forces to successfully encourage sustainable purchase. The study emphasises the importance of companies and politicians promoting a green self-identity and using social norms to influence millennial purchase behaviours. Understanding the psychological and social processes at play allows for the development of tailored programmes to promote sustainable consumption and encourage organic product purchases.

Originality: This study presents original insights by revealing the nuanced roles of green self-identity and subjective standards in shaping millennials' purchasing attitudes toward organic products, contrasting with common assumptions about the direct impact of environmental awareness. The findings underscore the strategic importance of fostering self-identity and leveraging societal norms for promoting sustainable consumer behavior.

Research limitations/implications: Despite its merits, the research has some flaws that must be addressed. The cross-sectional design restricts the capacity to infer causality across factors, hence additional longitudinal research is required to demonstrate more solid causal linkages. The concentration on millennials in Bangalore may restrict the findings' applicability to other demographic groups and places, highlighting the necessity for studying with various populations. The use of self-reported data may involve response biases, such as social desirability bias, which might impair the accuracy of the results. Mixed-method techniques, including qualitative methodologies, may give a more complete knowledge of the elements that influence green buying intentions.

Future studies should broaden the scope to include a wider variety of demographic characteristics, such as income, education, and cultural variations, to improve the findings' generalizability and depth. Exploring other moderating variables that may influence the correlations investigated in this study might provide a more sophisticated knowledge of sustainable consumption behaviours. In-depth interviews and focus groups are examples of qualitative research that can reveal underlying reasons and impediments to sustainable consumption that quantitative approaches cannot capture. Finally, studying the efficacy of certain marketing tactics and policy measures in fostering green self-identity and leveraging societal norms might give useful insights for firms and governments seeking to build a sustainable culture.

Practical implications: From a managerial standpoint, the study provides significant data for organisations and regulators looking to encourage sustainable consumption among millennials. The findings indicate that cultivating a green self-identity is critical for developing favourable environmental attitudes and intentions. Marketers should concentrate on efforts that increase customers' identification with environmental principles while emphasising the personal advantages of being an ecologically responsible consumer. Furthermore, leveraging social norms by demonstrating peer and community support for green behaviours can improve the impact of marketing campaigns. Businesses may utilise testimonials, endorsements, and social proof to alter millennial views towards organic products. The denial of subjective standards' influence on green self-identity suggests that direct social pressure is less successful in shaping green identities. Instead, efforts should focus on personal responsibility and the benefits of sustainable consumption. Overall, the study offers actionable insights for establishing targeted marketing tactics and policies that align with the psychological and social factors that influence millennials' green buying intentions, thereby building a sustainable culture.

Social implications: This study advances our knowledge of the relationship between environmental awareness, green self-identity, subjective norms, and their impact on millennials' environmental views and green buying intentions. The identification of

green self-identity and subjective standards as key determinants of environmental attitudes emphasises the psychological and social aspects of sustainable consumption. The rejection of environmental awareness as a direct driver of environmental attitudes calls into question long-held ideas and argues that awareness plays a more complex role in developing green identities than views. This observation calls into question existing ideas that emphasise awareness's direct influence on pro-environmental behaviour. Furthermore, the study emphasises the significance of green self-identity in instilling favourable environmental attitudes, implying that self-concept congruence with environmental principles is critical for encouraging sustainable behaviour. The observed favourable effect of subjective standards on environmental attitudes supports the importance of social forces in creating environmental consciousness. These findings provide a theoretical foundation for future study into the complex psychological mechanisms driving environmentally conscious consumer behaviour, emphasising the need to consider many, interconnected components rather than single predictors.

Keywords: Environmental Awareness; green purchase intention; sustainable consumption; organic products; millennials' consumer behaviour

The Effect of Virtual Influencers on Purchase Intentions: The Mediating Role of Social Presence and the Moderating Role of Machine Heuristic

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ABSTRACT

Purpose: The primary objective of this paper is to propose a conceptual model to explore the relationship between virtual influencers, social presence, machine heuristic, emotional attachment, and consumer purchase intentions.

Design/methodology/approach: Relevant literature and social presence theory were reviewed to establish the relationships between virtual influencers, social presence, machine heuristic, emotional attachment, and purchase intentions. This study proposes a conceptual framework and propositions that seek to explain the relationship among the variables.

Findings: The developed conceptual model indicates that virtual influencers positively affect emotional attachment and purchase intentions through social presence. The machine heuristic will moderate the effects of virtual influencers on social presence such that the social presence will be heightened to a greater extent for those who strongly believe in machines' capabilities.

Originality: This research is among the first to draw upon virtual influencers and purchase intentions literature to develop a conceptual framework to analyse the effect of virtual influencers on crucial outcome variables like emotional attachment and purchase intentions, with social presence as the mediator, and machine heuristic as the moderator.

Research limitations/implications: Lack of empirical testing is the limitation of the study. Structural equation modelling (SEM) could be used to validate the model empirically.

Practical implications: The hypotheses proposed in this study provide valuable insights into how virtual influencers influence consumer purchase intentions and assist firms in better managing their investments.

Social implications: Analyzing the impact of virtual influencers can contribute to social change in several ways, including ethical behaviour, endorsing green products, and increasing customer-brand engagement.

Keywords: Virtual Influencers; Social Presence; Machine Heuristics; Emotional Attachment; Purchase Intentions.

The Impact of Indigenous Entrepreneurship and Tourism Development on Socio-Economic Framework of Schedule Tribes of Uttarakhand

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ABSTRACT

This quantitative study investigates the impact of indigenous entrepreneurship (IE) and tourism development (TD) on the socio-economic framework of Scheduled Tribes (ST) in Uttarakhand, India. With its rich cultural heritage and traditional practices, the ST community in this region holds significant potential for leveraging entrepreneurship and tourism to drive socio-economic development. The study aims to evaluate how demographic factors—specifically age, gender, and education—affect levels of IE and TD. Furthermore, it examines the influence of socio-economic factors, including income, employment opportunities, and access to resources, on the engagement and success of these initiatives.

Data is collected through structured surveys distributed among ST households, employing a stratified sampling method to ensure representative participation. Statistical analyses, including regression and correlation techniques, is used to quantify relationships between demographic and socio-economic variables and their impact on IE and TD.

This research addresses a critical gap in existing literature by focusing specifically on the Scheduled Tribes of Uttarakhand, an area often overlooked in studies on entrepreneurship and tourism. Anticipated findings will now provide insights that can inform policymakers, NGOs, and community leaders in developing effective strategies to promote sustainable development tailored to the unique characteristics of ST populations. Ultimately, this study aims to illustrate how indigenous entrepreneurship and tourism can act as catalysts for socio-economic upliftment and cultural preservation within the Scheduled Tribes of Uttarakhand.

The Green Energy Transition: Unseen Environmental Costs and Path to Sustainability

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ABSTRACT

Purpose: Our study critically explores the environmental sustainability of the green energy transition by examining the full lifecycle impacts of renewable technologies, specifically solar photovoltaics, wind turbines, and electric vehicles (EVs). Although these technologies are key to reducing greenhouse gas emissions and fighting climate change, their overall environmental footprint—including production, operation, and disposal—receives limited attention in current discussions. By assessing these impacts and investigating public perceptions among urban Indian residents, the research highlights awareness of renewable energy's hidden costs. The study ultimately offers recommendations to refine green energy strategies, balancing technological progress with environmental responsibility.

Methodology: The study employs a mixed-methods approach, integrating quantitative and qualitative data. A lifecycle assessment, based on secondary data, evaluates the environmental impacts of key renewable technologies from raw material extraction to disposal. This analysis draws on peer-reviewed studies and sources like the International Energy Agency (IEA), examining emissions from manufacturing, distribution, and end-of-life stages. Additionally, a survey of urban Indian residents assesses their awareness of renewable technologies' environmental impacts, highlighting gaps between public perceptions and documented lifecycle effects. This approach provides a comprehensive view of actual environmental costs alongside public knowledge levels.

Findings

Green energy technologies, though beneficial, have significant lifecycle emissions:

- EV battery production emits 70% more than traditional vehicle manufacturing due to resource-intensive processes (IEA).
- Solar panels emit 20g CO_2 per kWh, with disposal risks due to toxic materials (Nature Sustainability, 2018).
- Wind turbines, especially offshore, require significant resources, and non-recyclable blades add disposal challenges.
- Hydropower reservoirs release large methane emissions due to submerged vegetation decomposition, emitting up to 1 gigaton CO_2 equivalent annually (Environmental Research Letters, 2017).

Recycling challenges:

- Projected waste includes 78 million tons from solar panels and 12 million tons from EV batteries by 2050 and 2030, respectively (IRENA).

- Emerging technologies like AI and blockchain can optimize energy efficiency but come with high energy demands themselves.

Public awareness gaps:
- Only 30% understand carbon credits, and misconceptions persist about environmental costs (Ecofys, 2020).
- A comprehensive approach, including sustainable design, responsible sourcing, and public education, is essential for a sustainable green energy transition.

Originality: This research addresses a significant gap in green energy studies by examining not just the operational benefits of renewable technologies but also their full lifecycle environmental costs. Unlike studies that often focus only on emission reductions during use, this research provides a comprehensive assessment, covering impacts from production to disposal. The inclusion of public perception data adds a unique social dimension, revealing how increased awareness could foster more informed, sustainable choices. This approach emphasizes the need for transparency in the renewable sector and highlights the importance of lifecycle assessments in accurately evaluating the sustainability of green technologies.

Research limitations: This study's focus on urban Indian residents limits the generalizability of the public perception findings to a broader, global context. Different regions may exhibit varying levels of awareness and unique environmental challenges tied to renewable energy adoption. Future research could expand to diverse geographic regions and include emerging technologies like hydrogen fuel cells and next-generation batteries to assess their long-term environmental and social impacts. Additionally, the reliance on secondary data for the lifecycle assessment highlights the need for further empirical studies that can provide up-to-date data on emissions and resource usage for these technologies.

Practical implications: The findings suggest key actions for policymakers and industry leaders. Mandating lifecycle carbon disclosures for renewable tech manufacturers would enable informed consumer choices. Enhancing recycling and sustainably sourcing materials like lithium and cobalt are crucial to reducing green technologies' ecological footprint. Adopting a circular economy model prioritizing repair, repurposing, and recycling—can extend product lifespans, ensuring a genuinely sustainable green energy transition while minimizing unintended environmental impacts.

Social implications: Educating the public on the full lifecycle environmental costs of renewable technologies could shape consumer behaviour and bolster support for sustainable policies. This study highlights the need for transparency and educational campaigns from renewable energy providers, fostering informed choices that align public opinion with environmental sustainability goals.

Keywords: Green energy, lifecycle assessment, public perception, sustainability, carbon footprint, emerging technologies, sustainable sourcing.

Fruit9

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ABSTRACT

Purpose: FRUIT9 is on a mission to make healthy eating easy and enjoyable for people across India. Our goal is to offer a convenient way for customers nationwide to access fresh, high-quality fruits tailored to their tastes and delivered right to their door, supporting healthier lifestyles without the hassle of regular grocery shopping.

Design/methodology/approach: We've designed FRUIT9 to let customers choose from 4 to 11 types of fruits for each box, delivered on a fixed schedule they can rely on. By using a subscription model, we aim to provide a highly personalized experience, building strong, lasting relationships with customers all over India.

Findings: Our customers have shown that they value both convenience and nutrition, and FRUIT9's model meets these needs. The customizable boxes and regular delivery times make it easier for busy individuals and families to consistently access fresh produce, regardless of their location.

Originality: What sets FRUIT9 apart is our blend of convenience, personalization, and local sourcing, tailored for the diverse needs of the Indian market. We partner with regional farmers nationwide to ensure our fruits are fresh and to support local economies across various states.

Research limitations/implications: Currently, our service is primarily operational in select regions. Expanding nationwide will present new logistical and cultural considerations. In the future, we aim to deepen our impact by analyzing long-term health benefits and adapting our model for broader reach.

Practical implications: FRUIT9 demonstrates how a customizable, subscription-based model can drive value and customer loyalty in the health-focused food sector. Our approach can serve as a model for other startups looking to create sustainable revenue streams through personalized, customer-centric services across India.

Social implications: Beyond delivering fresh fruit, FRUIT9 contributes to local economies by partnering with farmers in each region, promoting sustainable agricultural practices. We're helping to make nutritious choices more accessible across diverse communities in India.

Keywords: Fruit delivery, healthy eating, customizable subscriptions, India, fresh produce, local economy, sustainable practices, wellness, startup model, customer loyalty, regional sourcing.

Linking Institutional Support, Knowledge Transfer, and Entrepreneurial Outcomes: Insights from Indian Universities

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ABSTRACT

While there has been a growing interest in university entrepreneurship, the research in this area is still quite scattered and lacks a unified approach that links institutional support, knowledge transfer, and entrepreneurial outcomes. This study aims to fill that gap by proposing and empirically testing a model that looks at how institutional support affects university entrepreneurial output, with knowledge transfer acting as a mediating factor. Data has been collected from 304 participants in Indian Universities through snowball sampling and analysed it using SMART PLS 4.0. The results show significant relationships, suggesting that institutional support has a positive effect on university entrepreneurial output, both directly and indirectly, with knowledge transfer serving as a complementary partial mediator. These findings highlight the vital role of creating institutional environments that promote knowledge transfer to enhance entrepreneurial results. This study adds to the existing literature by providing a cohesive framework that connects previously isolated perspectives, illustrating how universities can boost their entrepreneurial impact through strategic support and knowledge-sharing practices. The practical implications of the study propose remedies/ strategies for university policymakers to enhance institutional resources and collaborative efforts, ultimately maximizing the potential for innovation and entrepreneurship. By illustrating the relationship between institutional support and knowledge transfer, this research offers important insights for strengthening the role of universities within the entrepreneurial ecosystem.

Keywords: university entrepreneurship, institutional support, knowledge transfer, entrepreneurial output, structural equation modelling

Technical Efficiency Assessment of Major Rice Producing States in India

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ABSTRACT

Purpose: Present study aims to assess the efficiency of rice production in major rice producing states in India. By using the window Data Envelopment Analysis (DEA) approach it aims to evaluate resource utilization over time, uncover the efficiency trend over time, and ascertain the influence of different inputs on output results. The study seeks to inform policymakers and farmers about measures to improve productivity and sustainability in rice cultivation by setting benchmarks for efficient techniques.

Methodology: The study uses Data Envelopment Analysis (DEA) to assess the efficiency of rice production in major rice producing states, employing a multiple inputs and single output framework to analyze how effectively resources are used to produce output (Cooper et al. 2005). The data has been used from the EPWRF database, covering a period of ten years from 2013 to 2022, for fifteen prominent rice-producing states in India. The inputs include fertilizer, seeds, human labor, and animal labor (Samal et al. 2018) utilized in rice production, with the result represented as the total quantity of rice produced. This study employs both CCR and BCC (Charnes et al. 1978 and Banker et al. 1984) models inside the Window DEA framework to assess technical and scale efficiency, ascertaining if states function at an optimal scale or if inefficiencies arise from resource allocation practices. This method provides a comprehensive analysis of efficiency throughout time, indicating which states may need adjustments in input management or scale optimization to enhance rice production efficiency.

Findings: Finding from the study reveals that some states such as Assam, Bihar, Gujarat, Haryana, Jharkhand, Punjab, Tamil Nadu, Uttar Pradesh and West Bengal continuously had high average efficiency scores (more than 90%) across windows indicating that they can maximize rice output regardless of operational scale by using various inputs. In contrast some states scored average efficiency score between 0.70 to 0.80 (Karnataka and Madhya Pradesh), 0.60 to 0.70 (Odisha) and 0.50 to 0.60 (Chhattisgarh and Maharashtra) over the study period. These findings shows that although some states are closer to frontier, still there are room for improvement while some are using only 50% of their potential which can be improved by optimal use of inputs.

Originality: This study is distinctive in employing the Window DEA approach to evaluate the efficiency of resource utilization by rice-producing states in India over time, rather than in a single year. By examining concurrent timeframes, it identifies variations in efficiency trends, which indicates whether the states improve, maintain, or diminish in efficiency. This dynamic methodology yields profound insights into resource use in rice production, supplying essential data for focused improvement. The

research addresses a lack of examining regional efficiency patterns in India, which provides actionable insights for improving sustainable agriculture practices in the rice production.

Limitations: Study's shortcomings include potential biases inherent in the DEA approach, including sensitivity to outliers and the presumption of technological uniformity among states. Moreover, since the data is used for ten years dependence on historical data may neglect new innovations or difficulties in agricultural operations. The analysis may not comprehensively covers the dynamic elements of technology adoption or external factors influencing efficiency. This potential improvement can be used in the future research.

Practical implications: The present study offers a valuable insight to improve resource efficiency in rice production. By determining optimal conditions and efficient input combinations, it offers a practical framework for farmers and agricultural professionals to improve their use of inputs like fertilizer and labor, thereby lowering expenses while maintaining or increasing yields. Policymakers may utilize these findings to develop targeted assistance initiatives in states which have lower efficiency, such as subsidies, training, or access to advanced technology, to improve agricultural productivity. The study promotes efficient resource use, hence encouraging sustainable agriculture methods that reduce environmental impact and improve the long-term resilience of the agricultural sector.

Social implications: The study has significant social implications, especially in improving food security and rural livelihoods. The present study seeks to improve rice production efficiency to stabilize supply and pricing, thereby positively impacting food availability and affordability. For smallholder farmers, improved efficiency can result in increased profitability, hence increasing income and quality of life, particularly in rural regions. The environmental advantages of reduced input utilization, such as less fertilizer application, improve ecosystem health, thereby benefiting communities close to agricultural regions. The study highlights regional efficiency discrepancies, advocating for equitable resource allocation, fostering social equity and promote sustainable agricultural development.

Keywords: Window Data envelopment analysis, Agricultural Performance, BCC Model, Rice production.

Transforming Seafood Waste into Gold: Innovative Solutions for Sustainable Aquaculture in India

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ABSTRACT

India's seafood industry is a significant contributor to the economy, supporting millions of fishermen and coastal communities. The country ranks among the top global exporters of seafood, with products such as shrimp, fish, and molluscs being highly sought after. Efforts to improve sustainable fishing practices and enhance the quality of exports continue to bolster the industry's growth and international reputation. Unfortunately, the Indian seafood processing industry is plagued with several challenges. The most important among them is the significant amount of waste, which poses environmental challenges and economic inefficiencies. However, this waste harbours untapped potential for sustainable aquaculture. This study explores innovative solutions to convert seafood processing discards into valuable resources, thereby transforming a problem into an opportunity for economic gain and environmental stewardship.

Through a detailed analysis of current practices, the research identifies key areas where technological advancements can play a pivotal role. Innovative approaches such as the production of fishmeal and fish oil from processing residues, the utilization of chitin and chitosan from crustacean shells, and the development of biofuels from organic waste are examined. These methods not only provide sustainable alternatives to conventional products but also reduce the environmental footprint of seafood processing activities. The study emphasizes the importance of a circular economy in the seafood industry, where waste is minimized, and resources are efficiently reused. It highlights successful case studies from India and other countries, showcasing the economic and environmental benefits of valorizing seafood waste. Furthermore, the research delves into policy frameworks and industry collaborations necessary to support these sustainable practices, ensuring they are scalable and financially viable for small and large-scale producers.

To conclude, transforming seafood waste into valuable resources is feasible and imperative for the sustainable growth of India's aquaculture sector. By adopting innovative solutions and fostering a culture of sustainability, the industry can achieve significant advancements in environmental conservation and economic development. This study is a comprehensive guide for stakeholders looking to implement sustainable practices. It underscores the potential of seafood waste valorization in shaping the future of sustainable aquaculture in India.

Keywords: Sustainable Aquaculture, Waste Valorization, Circular Economy, seafood industry

Stepping Towards a Sustainable Future: MSMES' Switching Intention of Solar Panels

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ABSTRACT

Purpose: The global energy concern is causing alarm, particularly in emerging countries that continue to lean on fossil fuels. With the blaring fact that fossil fuels are exhaustible, the shift in trajectory towards renewable energy resources is not surprising. Amongst the available alternatives, solar energy resources have great appeal for their adaptability, abundant energy density, and noiseless operation. It is on this premise that the paper centres around the switching intention of Micro, Small and Medium Enterprises (MSMEs) towards the use of Solar Panels.

Methodology: Push-Pull-Mooring (PPM) Model is adopted to identify the variables that drive MSMEs' switching intentions. This study targets 350 MSMEs in India, the pursuit of the data is done with the help of a questionnaire and the model is validated using PLS-SEM.

Findings: The results reveal that the Push (Environmental Concern and Consumer attitudes), Pull (Solar Awareness, Cost Effectiveness and Convenience and Mooring (Eco-friendly Mindset, Subjective Innovativeness and Government subsidies & Policies) Factors all have a positive influence on the switching intention of MSMEs towards solar panels.

Originality: The existing body of literature predominantly revolves around household and residential attitudes towards solar energy usage. Taking into account the prominence of MSMEs in the Indian economy, there is a paucity of research on their solar energy usage practices, which this study seeks to address. The association with the adoption behavior is thus highlighted.

Limitations: The study is cross-sectional and studies the MSMEs of Maharashtra and Karnataka. For a better generalization, potential researchers can widen the scope.

Practical Implications: By spotlighting this aspect, the current research intends to assist policymakers and scholars with comprehending strategies that could be made use of for advancing the pursuit of sustainable development in India, thereby strengthening its resolve to accomplish the Sustainable Development Goal targets by 2030. Moreover, the research could be helpful for MSMEs to materialize on the renewable energy sources and use them not just for their benefit but also to provide greater customer satisfaction.

Social Implications: Solar energy not only ensures efficiency in usage and economic effectiveness, but it also redirects focus away from finite energy sources and has demonstrated improved benefit to public health. The current study provides insight into the industrial aspect of solar panel utilization, enabling industry professionals and academics alike in developing greater motivation to increase their application.

Keywords: Solar Panels, Renewable Energy, MSMEs, Energy alternatives, Sustainability, SDGs

Bamboo Round Stick as the Key Ingredient in the Incense Value Chain, India's Effort in Self-reliance - A Critical Review

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ABSTRACT

Purpose: This paper examines the current status, challenges, and potential solutions within the Indian incense industry, which employs over 20 lakh people, predominantly women. Bamboo sticks, the primary raw material for incense production, constitute approximately 30% of the incense stick's volume but only 1% of its value. Despite India's dominance in the global incense market, the sector faces a growing reliance on bamboo stick imports, particularly from China and Vietnam, which has resulted in a substantial foreign currency outflow, loss of local employment, and diminished competitiveness. Over the past 12 years, India's consumption of bamboo sticks has increased from 40, 000 metric tons to 72, 000 metric tons, with over 95% still being imported. This paper highlights the key factors contributing to this dependency and explores the impact on the domestic incense sector. Furthermore, it discusses the efforts made by the Government of India to address these challenges, including bamboo plantation initiatives, technological advancements, and favorable policy measures. Through these interventions, the Indian incense industry is expected to achieve self-reliance within the next 8 to 10 years. The paper concludes by proposing actionable solutions to overcome the current barriers and ensure the sustainable growth of the sector in the coming years.

Design/methodology/approach: This is based on the study and analysis of different documents, policy papers, government initiatives, progress reports along with collection and analysis of secondary data related to global and Indian incense stick value chain.

Findings: The government of India and the state governments are working to a plan through different policies, schemes and activities to regain self-reliance in the incense value chain in India over the next 10 years by focusing on developing bamboo sector both through resource generation and value addition.

Originality: This paper has analysed incense sector in the prism of self -reliance incense value chain development approach based on the personal experience of the researcher in the bamboo sector development.

Research limitations/implications: The review is based on information & data collected from different secondary sources, documents without any field study and interaction with experts in the sector due to time constrain. It could have corroborated through primary data collection and interaction with sector experts to make it more wholistic and prescriptive.

Practical implications: This document can be further referred by the police makers, research scholars and sector experts and entrepreneurs to prepare the strategy related to bamboo and specific to incense sector.

Social implications: The research document highlights the importance of self - reliance, employment creation and sustainable business eco-system.

Keywords: Self -reliance incense value chain, bamboo round stick, *agarbatti*/incense sector, bamboo value addition, bamboo sector development policy

Article classification: It is a critical review of the bamboo round stick production in the country focusing on the incense sector and the efforts by Government of India through its different departments and directorates

Strategic and Entrepreneurial Decisions in the Emerging Era

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ABSTRACT

In an era characterized by rapid technological advancements, global interconnectivity, and shifting market dynamics, strategic and entrepreneurial decisions have become pivotal in determining the success or failure of businesses. This research paper, "Strategic and Entrepreneurial Decisions in the Emerging Era, " delves into the core of how contemporary businesses can navigate through these tumultuous times by making informed and strategic decisions. Spanning a comprehensive analysis of over 2000 words, this abstract encapsulates the purpose of the study, the design of the research methodology, and the key findings, providing valuable insights for both practitioners and theorists in the field of business strategy and entrepreneurship.

The modern business environment is characterized by rapid technological advancements, globalization, and changing economic dynamics, presenting both unprecedented challenges and opportunities. This complex backdrop demands a revaluation of traditional strategic and entrepreneurial approaches to ensure relevance and competitiveness in the emerging era. As the pace of change accelerates, businesses are increasingly required to adopt agile and forward-thinking strategies to navigate the flux of global markets, technological disruptions, and consumer behavior shifts.

This research paper, "Strategic and Entrepreneurial Decisions in the Emerging Era, " is crafted to explore and articulate how contemporary businesses can thrive by making informed and strategic decisions in this vibrant landscape. The impetus for this study stems from the observation that while many businesses are aware of the rapid changes around them, not all are equipped to strategically align their operations to capitalize on these changes effectively. Therefore, the necessity for a deeper understanding of strategic decision-making processes and entrepreneurial initiatives becomes paramount.

In this context, the paper delves into identifying the strategic decisions that are crucial in harnessing technological innovations, navigating economic uncertainties, and exploiting new market opportunities. It investigates the confluence of strategic agility, entrepreneurial spirit, and technological adoption, and how these elements interplay to forge robust business models capable of sustaining competitive advantage. The overarching goal is to dissect the core aspects of modern strategic and entrepreneurial decisions that will define the future trajectory of businesses operating in diverse industries.

Moreover, this exploration is not only about survival but about how businesses can use these turbulent times as a springboard for growth and innovation. The study examines the adaptability of business models in response to external pressures and internal

capabilities, highlighting the need for businesses to not just react to changes but to anticipate and shape them. By providing a granular analysis of successful strategies and entrepreneurial efforts, the paper aims to offer a blueprint for navigating the complexities of the modern business environment effectively.

This introduction sets the stage for a comprehensive discussion on the multifaceted nature of strategic and entrepreneurial decision-making in today's global economy. It underscores the importance of a proactive and informed approach to business strategy and entrepreneurship in the emerging era, paving the way for a detailed examination of the dynamic interactions between strategy, technology, and market forces.

Empowering Health through Sustainable Entrepreneurship: A Case Study Approach to Advancing SDG 3

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ABSTRACT

Purpose: The primary objective of this research is to investigate the role of sustainable entrepreneurship in advancing SDG 3 (Good Health and Well-Being) by addressing health-related challenges through sustainable and innovative business practices. This case study aims to outline a framework for sustainable health-focused enterprises that integrate environmental, social, and economic sustainability to contribute to improved public health outcomes.

Design/methodology/approach: This research adopts a qualitative case study approach, focusing on in-depth analyses of sustainable enterprises in the health and wellness sector. Data is collected through semi-structured interviews with founders of health-focused startups, complemented by document analysis and field observations. This approach enables an in-depth exploration of the motivations, strategies, and impacts of sustainable entrepreneurship as it relates to promoting health and well-being, highlighting both challenges and benefits.

Findings: The case study finds that sustainable entrepreneurs in the health sector prioritize long-term societal well-being over immediate profit, achieving competitive advantages by fostering consumer trust and brand loyalty. The study reveals that these enterprises, which embed SDG 3 into their core values, tend to innovate continuously, attract mission-driven investors, and maintain resilience in fluctuating market conditions. Sustainable entrepreneurs in this sector often adopt collaborative partnerships and resource-efficient models to mitigate challenges like regulatory constraints and high operational costs.

Originality: This case study introduces a new framework, termed the "Health-Centric Sustainable Entrepreneurship Model, " which aligns business objectives with SDG 3 by balancing economic, social, and environmental outcomes. Unlike traditional business models, this research integrates health and sustainability metrics as core measures of success and proposes practical guidelines for health-focused entrepreneurs aiming to create a positive social impact. This holistic approach bridges theoretical insights and practical applications for sustainable development in the health sector.

Research limitations/implications: Limitations of this case study include potential biases in self-reported data and a limited geographic scope, as the case studies primarily focus on emerging economies. Future research could expand this framework to diverse regions and examine its applicability across various health-related sectors.

Practical implications: This research offers actionable insights for policymakers, investors, and entrepreneurs committed to advancing SDG 3 through sustainable practices. By outlining best practices and obstacles, the findings provide a roadmap for health-focused enterprises to implement sustainable solutions effectively, helping them align their business models with health and sustainability goals to create both economic value and public health benefits.

Social implications: Sustainable entrepreneurship in the health sector has substantial social impacts, particularly in fostering healthier communities and promoting preventive healthcare practices. This case study underscores the potential for sustainable businesses to contribute to public health objectives, address inequalities in healthcare access, and create economic opportunities within underserved communities, inspiring future entrepreneurs to make a meaningful difference in public health.

Keywords: Sustainable Entrepreneurship, SDG 3, Health and Well-Being, Public Health, Social Responsibility, Innovation, Impact Investing, Triple-Bottom-Line, Resilience, Emerging Economies, Policy Implications, Sustainable Health Enterprises

Provisioning a Better Health Care Services to Ensure an Improved Quality of Life for the Community-A Case of OPGC's CSR Intervention, Odisha, India

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ABSTRACT

Purpose: To evaluate the effectiveness of the Odisha Power Generation Corporation (OPGC)'s Corporate Social Responsibility (CSR) initiatives in enhancing healthcare services and, consequently, the overall quality of life for the local community in Odisha. The study aims to assess how these interventions address healthcare challenges, promote well-being, and identify areas for further improvement.

Design/methodology/approach: The study employed a mixed-methods approach, combining qualitative interviews and focus group discussions with quantitative surveys to gather comprehensive data on healthcare services and community well-being. Structured interview schedule was administered to assess their healthcare access, satisfaction, and overall quality of life. In-depth interviews with key stakeholders, including OPGC representatives, healthcare providers, and community leaders, to gain insights into the CSR interventions and their impact. Discussions with community members to understand their perceptions of healthcare services and the effectiveness of CSR initiatives. Statistical tools were used to analyze survey data, identifying trends and correlations between healthcare services and quality of life indicators.

Findings:

- The CSR initiatives significantly increased community access to health care facilities, particularly in remote areas where such services were previously limited.

- There were measurable improvements in health indicators, including reduced rates of common diseases, better maternal and child health outcomes, and overall enhanced community well-being.

- Active involvement of the community in the design and implementation of health programs fostered trust and increased the effectiveness of the interventions.

- Improved health care access contributed to greater economic productivity, with reduced absenteeism and enhanced overall community economic stability.

- The findings indicated that CSR can play a vital role in public health policy, highlighting the potential for scaling successful initiatives through public-private partnerships.

- While the interventions showed positive results, challenges regarding long-term sustainability and funding were identified, suggesting the need for ongoing support and partnership development.

Originality: Community-Centric Focus**,** Real-Time Impact Assessment, Stakeholder Collaboration, Longitudinal Perspective, Policy Recommendations, Focus on Quality of Life Metrics.

Research limitations/implications: Future research could evaluate the direct impact of CSR initiatives on community health metrics. Longitudinal studies might help establish causal relationships between interventions and health improvements.

Research could focus on how CSR initiatives can harmonize modern health services with traditional practices, potentially improving acceptance and effectiveness.

Exploring the role of technology (e.g., telemedicine, mobile health applications) in enhancing CSR health initiatives could provide innovative solutions for rural and underserved populations.

Investigating how successful CSR health initiatives can be scaled or sustained over time, including funding mechanisms and partnerships, will be vital for long-term impact.

Practical implications: Organizations can use the insights to refine their CSR strategies, ensuring that healthcare interventions are more targeted and responsive to the specific needs of the communities they serve. Findings can serve as a basis for local government and health authorities to formulate policies that promote community health initiatives, integrating successful CSR practices into public health strategies.

Social implications: The study may raise awareness about health issues and available services, empowering community members to take an active role in their health and well-being. Engaging community members in the research process fosters a sense of ownership and involvement, encouraging collaboration between the community and healthcare providers.

Keywords: Health Care; Quality of Life, Community Services, CSR Intervention, OPGC, Odisha, Health Equity, Social Responsibility; Public Health; Sustainable Development; Community Well-being; Health Outcomes.

Systematic Mapping of Breakbone Fever: A Scientometric Analysis

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ABSTRACT

Purpose: This study conducts a comprehensive bibliometric analysis of research literature on the prediction of Dengue Fever, also known as Breakbone Fever, which has become one of the most critical and widespread mosquito-borne diseases globally. This illness, caused by the dengue virus and primarily transmitted by *Aedes aegypti* and *Aedes albopictus* mosquitoes, poses significant public health challenges. Despite ongoing research, there is limited systematic mapping of dengue prediction studies, which are essential for understanding knowledge trends and the progress of predictive techniques in the context of dengue prevention.

Design/methodology/approach: We employed a rigorous scientometric approach, using "Dengue" and "Fever" as core search terms within the Web of Science database to identify relevant research. By applying carefully defined exclusion criteria, we refined the dataset to 677 documents that met the inclusion standards. We utilized "R Biblioshiny, " a robust bibliometric analysis tool, to process and analyse these records. Our analysis included a range of bibliometric techniques, such as collaboration analysis, co-citation analysis, and co-occurrence analysis, allowing us to assess the historical development of dengue prediction research, its intellectual structure, and prevailing trends. Collaboration analysis helped us identify key countries, institutions, and researchers contributing to the field, while co-citation and co-occurrence analyses revealed influential works, common themes, and emerging research topics within dengue prediction literature.

Findings: The bibliometric analysis identified China as the most prolific country in the field of dengue fever prediction, signifying its major contribution to advancing knowledge in this domain. Research from China has led to notable scientific outputs that are widely cited and referenced in the literature, underscoring the country's influence in this area of infectious disease research. We found that the term "infection" was the most frequently used keyword across the dataset, reflecting the primary concern of researchers regarding the mechanisms and epidemiology of dengue fever. Additionally, the *Journal of Biomolecular Structure and Dynamics* was identified as the most prominent source, serving as a significant outlet for studies related to the biomolecular and epidemiological aspects of dengue prediction. These findings highlight central research themes, influential publications, and key contributors shaping the field.

Originality: This research represents a novel effort to systematically map the scientific literature on dengue fever prediction using rigorous scientometric methods. Previous studies have primarily focused on epidemiological data and outbreak analysis, but few have attempted to comprehensively map the knowledge structure

surrounding dengue fever prediction. Our study's use of advanced bibliometric techniques provides an organized, visual representation of knowledge in the field, contributing to an understanding of where the research is concentrated and revealing connections between prominent topics. This unique approach helps position this work as a valuable reference for academics, public health professionals, and policymakers aiming to make data-driven decisions in infectious disease control.

Research limitations/implications: The study's scope is limited to articles indexed in the Web of Science database, meaning potentially relevant research from other databases, like Scopus and PubMed, was not included. This limitation may result in a less comprehensive representation of the global research landscape on dengue fever prediction. Future studies could expand the analysis to incorporate these additional databases to enhance the comprehensiveness and depth of the findings. The implications of this research are considerable, as it provides a foundation for future studies, identifies critical gaps, and suggests areas for more targeted research in dengue prediction.

Practical implications: The insights gained from this research have valuable applications for public health policy and resource allocation in dengue-endemic regions. By identifying countries, researchers, and journals actively contributing to dengue prediction research, this study aids policymakers and health professionals in collaborating with and learning from established networks and key publications. Additionally, the identified research themes and hotspots can help guide funding agencies in supporting high-impact studies that could improve the predictive accuracy and control measures for dengue fever, ultimately aiding in the prevention of outbreaks.

Social implications: Dengue fever remains a major public health challenge, especially in tropical and subtropical regions, impacting millions of lives annually. By providing a clearer understanding of the current research landscape, this study supports initiatives to develop and implement more effective predictive and preventive measures. Enhanced prediction can lead to timely public health interventions, which may reduce the social and economic burden of dengue, improving community health outcomes.

Navigating Startup Success: The Startup Ecosystem Navigation Framework (SENF) for Efficient MVP Development

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ABSTRACT

The global startup ecosystem is rapidly evolving, presenting both remarkable opportunities and complex challenges for aspiring innovators. This paper introduces the **Startup Ecosystem Navigation Framework (SENF)**, a structured approach aimed at assisting entrepreneurs in efficiently reaching the Minimum Viable Product (MVP) stage. By integrating insights from academic research, industry case studies, and interviews with entrepreneurs and investors, this framework addresses prevalent obstacles faced by early-stage startups, such as resource limitations, market entry barriers, customer acquisition strategies, and financial planning. The SENF offers actionable strategies, practical tools, and customized guidelines for each phase of startup development, empowering innovators to make informed decisions and adapt effectively to the dynamic environment. This study enhances the existing literature on startup development by providing a comprehensive framework that aligns with the specific needs and challenges of contemporary entrepreneurs. The paper concludes by validating the framework through real-world case studies and suggesting directions for future research, particularly in examining how local environmental variations influence startup success.

Purpose: The primary objective of this research is to develop a structured framework that enables entrepreneurs to navigate the complexities of the startup ecosystem effectively and reach the MVP stage efficiently. By addressing critical challenges faced by early-stage startups, the SENF aims to streamline the process of product development and market entry.

Design/methodology/approach: This study employs a mixed-methods approach that combines qualitative and quantitative data. Qualitative insights were gathered through interviews with over 30 entrepreneurs and investors across various industries, providing firsthand accounts of their experiences in navigating the startup landscape. Additionally, quantitative data were collected from industry case studies that highlight successful MVP launches and common pitfalls encountered by startups. This dual approach allows for a comprehensive understanding of the factors influencing startup success and informs the development of actionable strategies within the SENF.

Findings: Key findings reveal that early-stage startups often struggle with several critical challenges:

Limited Resources: Many entrepreneurs face constraints in funding, human capital, and time, which can hinder their ability to develop a viable product.

Market Entry Barriers: Startups frequently encounter difficulties in penetrating established markets dominated by larger competitors.

Customer Acquisition Strategies: Identifying and reaching target customers remains a significant hurdle for many new ventures.

Financial Planning: Effective budgeting and financial forecasting are crucial yet often overlooked aspects of startup management. The SENF addresses these challenges by providing tailored strategies at each phase of startup development. For instance, it emphasizes lean startup principles to maximize resource efficiency and encourages iterative testing to refine product offerings based on customer feedback.

Originality: This research contributes uniquely to the field by introducing the SENF, which is specifically designed to cater to the evolving needs of modern entrepreneurs in diverse startup environments. Unlike existing frameworks that may be overly generalized or theoretical, the SENF focuses on practical applications and actionable insights derived from real-world experiences. Its emphasis on adaptability ensures that entrepreneurs can navigate their unique contexts effectively.

Research limitations/implications: The study acknowledges several limitations:

Geographic Focus: The research primarily reflects experiences from specific regions, which may not represent all startup ecosystems globally.

Sample Size: While diverse, the sample size for interviews may limit the generalizability of findings across all industries. Future research could explore how variations in local conditions—such as regulatory environments, cultural attitudes toward entrepreneurship, and available support networks—affect the applicability of the SENF across different contexts.

Practical implications: The findings offer practical applications for entrepreneurs seeking guidance on navigating the startup ecosystem. The SENF equips them with tools and strategies necessary for efficient MVP development, enhancing their chances of success in competitive markets. By following this structured approach, entrepreneurs can reduce time-to-market while minimizing risks associated with product development.

Social implications: By empowering entrepreneurs through structured guidance, this research contributes positively to economic development and innovation within communities. Successful startups foster job creation and societal advancement, ultimately leading to improved quality of life. The SENF can serve as a catalyst for aspiring innovators who might otherwise be deterred by the complexities of launching a new venture.

Keywords: Startup Ecosystem, Minimum Viable Product (MVP), Entrepreneurial Challenges, Actionable Strategies, Financial Planning, Market Entry, Customer Acquisition, Innovation Framework, Case Studies, Startup Development, Resource Management, Ecosystem Navigation

Strategic Optimization of B2B Marketing and Supply Chain Management in the Digital Age: A Game-Theoretic Approach

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ABSTRACT

In an era where digital technologies evolve at an unprecedented pace, the traditional rules of engagement in Business-to-Business (B2B) marketing and supply chain management are being rewritten. Not only has the speed of change in digital technologies redesigned the whole landscape of Business-to-Business marketing and supply chain management, but it has also introduced a new paradigm for competition and collaboration between firms, suppliers, and customers. This paper introduces a novel framework grounded in the domain of game theory for strategic interaction between firms, suppliers, and customers within this digitally driven environment. The research largely draws upon key game-theoretic constructs such as Nash equilibria, cooperative games, and dynamic games and explores the impact patterns of digitalization on the supply chain decision-making process, changes in power dynamics, revised pricing models, and effective resource allocation. It further aims to capture how it can enhance transparency, trust, and efficiency by exploring newer digital tools like artificial intelligence, blockchain, and real-time data analytics. The paper demonstrates, through a series of theoretical models and actual case studies, how game theory can unlock the path in managing B2B ecosystems, providing action strategies for companies to achieve competitive advantage and supply chain resilience. This research contributes to the growing debate over B2B marketing and optimal supply chain practices through a game-theoretic blueprint for success in the new digital age of B2B.

The Integrated Cutover Framework: Orchestrating High-Stakes Technology Separations in Complex Organizations

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ABSTRACT

Research Objectives: This study addresses the critical challenge of executing large-scale technology separations in corporate divestitures while maintaining business continuity. The research aims to develop a comprehensive framework for managing complex technology transitions under extreme time pressure, with three specific objectives: (1) identify the critical capabilities required for successful technology separations, (2) understand how these capabilities can be built and deployed systematically, and (3) develop measurable criteria for separation success. The study responds to the growing complexity of technology-enabled corporate restructuring, where traditional project management approaches prove insufficient for managing the scale and interdependencies involved in modern separations.

Methodology The research employs a multi-method approach centered on an in-depth case study of a multi-billion dollar technology separation at a Fortune 50 company. The primary case involved analysis of cutover execution across 2, 000+ applications, impacting over one million daily transactions worth $500+ million. Data collection included detailed documentation of planning processes, execution protocols, and outcome measurements. The initial framework developed from the primary case was subsequently validated through application across multiple global separation events, providing robust empirical testing across different contexts and scales. The methodology focused particularly on identifying causal mechanisms linking structural arrangements, governance systems, and execution outcomes.

Major Findings: The research yielded three principal findings. First, successful technology separations require the development of three distinct but interrelated capabilities: orchestration capability (coordinating complex interdependencies), resilience capability (maintaining stability during radical change), and learning capability (rapid adaptation and knowledge transfer). Second, these capabilities are built through specific structural arrangements and governance mechanisms, including multi-tiered command centers, quality control systems, and exception management processes. The study identifies critical success factors including blackout period management, sequence optimization, and risk mitigation protocols. Third, the research demonstrates that systematic application of the framework led to significant performance improvements, including 70% reduction in critical incidents, 40% decrease in cutover execution time, and substantial cost savings through standardization.

Theoretical and Practical Implications The study introduces the Integrated Cutover Framework (ICF), providing both theoretical advancement in understanding complex

organizational change and practical guidelines for execution. The framework extends existing theory by explaining how organizations can simultaneously manage stability and transformation in technology-enabled strategic change. For practitioners, the research provides detailed protocols for planning and executing complex separations, including specific metrics for measuring separation capability maturity. The framework's successful validation across multiple global separations demonstrates its broad applicability and practical value in managing technology-enabled strategic change.

The Opportunities and Challenges of premium Vehicles as a medium for Transit Advertising.

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ABSTRACT

Purpose: This research paper aims to explore the scope and opportunities of Marketing on Social Media platforms using Exotic vehicles as a medium. The advertising environment has changed as a result of digital transformation, outdoor advertising has taken a major hit. The research paper aims to explore a different perspective of this subset and look at advertising on private Exotic Cars.

Methodology: The research paper employs a mixed-methods approach, combining both primary and secondary research methods. For Primary research, a questionnaire was floated. The targeted sample size was 200 respondents. The questionnaire was filled by 157 respondents. The questionnaire had questions based on the respondents' preference and perception of Exotic cars as a suitable medium for advertising. Most answers were collected using Likert scale. However, limitations in data availability will be acknowledged.

For Secondary research, existing literature was reviewed, that presented the effectiveness of different means or types of transit advertising, particularly focusing on Public transport and how brands and companies have pushed their creative boundaries to capture the consumer's attention. The research paper also dives into exploring advertising in motorsports, specifically highlighting brand logos on competing vehicles from special liveries designed to promote a brand or a product. Research shows that marketing such high-performance vehicles can improve the efficacy of the brand's marketing communication and spread awareness.

Originality: Sports cars, Convertibles and Supercars tend to be perceived as symbols of wealth, success, and status. These vehicles, produced in limited numbers by prestigious brands such as Ferrari, Lamborghini, and McLaren, are seen as aspirational objects, that come with an exorbitant price. Their unique designs, cutting-edge technology, and rarity contribute to their allure, making them dream cars for many. Companies can enhance their brand image and appeal to consumers' needs for luxury, exclusivity, and high status by promoting their brand with exotic automobiles by applying brand stickers or special liveries to their exterior to garner attention of their customers. By projecting a premium lifestyle image on social media, this marketing tactic helps firms become more appealing to their target markets.

Research Implications: The concept or practice of using exotic cars or premium vehicles is not new, however, it is an unexploited opportunity. Due to the exponential popularity of social media platforms, pictures and videos featuring exotic cars and premium vehicles go viral. There are numerous pages (verified and unverified) that share photos of these premium vehicles to cater to their audience or subscribers. These

social media pages tend to market/promote the vehicle or any brand/entity associated with it for no additional cost. The research paper wants to prove that transit advertising can benefit from the various social media and digital platforms.

Practical Implications: Advertising using vehicles to promote a brand is not a new concept in the industry. Many brands add their brand name or logo to a Formula One or Rally Car's racing livery. Apart from looking at motorsport, we can take the example of the energy drink company "Monster", and how it uses a modified pickup truck to distribute or sell their beverages outside colleges or youth-related events. They drive around in a big black truck with neon green decals and stickers which is not only eye-catching but also strengthens the brand's perception of being adventurous and bold.

Findings: The research paper concludes that there is a positive reception from a consumer's point of view when they view or see a company's branding on an exotic vehicle. As per findings from the questionnaire, automobile enthusiasts, who follow various social media pages have come across a few brands that had their branding or logo on these premium vehicles, have at least visited the webpages or searched the brand on the internet out of curiosity, thus being aware of the brand's presence. When used strategically, they can prove to be an effective means of out-of-home advertising in the era of digitally dominated advertising platforms.

Keywords: Out-of-home Advertising, Transit Advertising Supercars, Exotic Cars, Social Media, Word of mouth, Liveries, Branding, Motorsports, Brand Image, Psychological Influence, Consumer Perception.

Critical Minerals for Sustainable Technologies: Strategic Implications for India

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ABSTRACT

With the growing climate concerns, India aims to transition towards a clean economy. For this purpose there are several technologies that are becoming increasingly relevant to achieve India's clean energy goals- Electric Vehicles, renewable energy systems, energy storage systems etc. India's reliance on these minerals comes with its own risks and potentials. This paper aims to underscore the strategic implications of this reliance on India's economic viability, environmental goals and energy security while also understanding the challenges arising due to limited domestic supply of resources, geopolitical challenges, and the growing need for sustainable extraction processes. The study is done using a qualitative methodology by utilizing secondary data from government reports, academic papers and industry analyses. The paper examines key policies related to critical minerals and explores foreign partnerships as a way to secure critical minerals. The paper also explores other avenues by which India can mitigate these challenges like supply chain diversification, investment in domestic mining and promotion of recycling technologies. The findings imply that India must adopt a multi-pronged policy approach to secure its supply of critical minerals.

Business Model Innovation of Physics Wallah: Disruption in the EdTech Market

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ABSTRACT

This case study talks about the success of Physics Wallah, an ed-tech platform founded by Alakh Pandey in 2020. PW started as a YouTube channel in 2016, aimed at teaching the subject physics for Joint Entrance Exam (JEE). Along with his cofounder Prateek Maheshwari created the PW app in 2020 with a goal of making high quality education accessible to all students in India. Alakh's commitment to democratizing education shines through as PW offers an affordable and extensive curriculum for JEE and NEET exams.

PW is one of the many startups that succeeded during the pandemic. Fueled by deep seated passion for teaching the founder's YouTube channel has now become India's 101st unicorn. Its success is through technological growth and affordable equipment devising a new scheme of learning in our education system making it easy, simple and interesting. Alakh's risk-taking capability gave PW extraordinary results in earning revenue which has 2000Cr in FY 2023-24.

PW, unlike other unicorn ed-tech startups has been profitable since beginning; they have never laid off any employees and even have a reserve to pay their employees if any emergency arises. Alakh prioritizes the focus on building the product first as a start-up than investing that money in marketing, which most startups fail to do so.

PW has always done whatever their students have demanded and they have also launched special batches for economically backward students and are also launching more courses integrating regional languages for their regional students and expanding their offline centres.

PW doesn't have to spend money on their marketing unlike other startups because of their focus on building a personal brand and word-of-mouth marketing is a huge advantage to them. Students love Alakh Pandey and PW.

This case study aims to understand the reasons for PW success in Edtech industry, where many big startups frilled. We used qualitative process to explore the various reasons for PW success.

Mergers & Acquisitions in Indian Banking: The Case of HDFC and HDFC Bank Merger

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ABSTRACT

Research Objectives: The merger between Housing Development Finance Corporation (HDFC) and HDFC Bank is among the largest consolidations in India's financial services sector, announced in April 2022 and set for completion by 2024. This study examines the strategic motivations behind this merger, its anticipated financial and operational outcomes, and the challenges of integrating two prominent organizations. The primary objective is to explore how this merger can redefine the competitive dynamics of the Indian banking sector, creating a diversified institution capable of delivering comprehensive financial solutions.

Methodology: The research adopts a mixed-method approach, incorporating both quantitative and qualitative data to evaluate the merger's implications. The quantitative component relies on financial data extracted from annual reports of HDFC and HDFC Bank (2019-2023), assessing key metrics like return on assets (ROA), return on equity (ROE), net interest margin (NIM), and cost-to-income ratio. By analyzing pre-merger and projected post-merger financial performance, the study measures the merger's impact on profitability, efficiency, and market share.

Qualitative insights are derived from interviews with senior management, industry analysts, and stakeholders, as well as an analysis of press releases, media reports, and customer feedback. This enables a comprehensive view of the operational synergies and challenges. Additionally, benchmarking the merged entity's performance against other major Indian banks provides a comparative context for evaluating its potential impact on the sector.

Major Findings: The merger is poised to significantly enhance the financial metrics of the combined entity. Projections indicate an increase in ROA from **1.9%** to **2.2%** within two years post-merger, demonstrating improved asset utilization. Similarly, ROE is expected to rise from **16%** to **18%,** reflecting better capital deployment and resource allocation.

Operational efficiencies are anticipated to reduce the cost-to-income ratio from **38%** to **35%** by 2025, driven by branch network optimization, process automation, and streamlined operations. With a combined loan book exceeding **₹18 trillion**, the entity will rank among India's largest lenders, significantly enhancing its market share in retail and housing finance.

The merger offers substantial cross-selling opportunities. HDFC's home loans can be marketed to HDFC Bank's extensive customer base, while HDFC Bank's diverse financial products can cater to HDFC's mortgage clients, establishing a comprehensive

financial ecosystem. Technology integration is expected to facilitate seamless customer experiences across banking and housing finance services.

Managerial Implications and Challenges: Despite its promising outcomes, the merger poses several integration challenges. Cultural alignment will be critical, given the distinct organizational philosophies of HDFC (conservative) and HDFC Bank (aggressive and growth-oriented). Effective leadership will be essential to manage employee expectations and unify organizational values.

Regulatory approvals from entities like the Reserve Bank of India (RBI) and the Competition Commission of India (CCI) could potentially delay the integration process. Moreover, there is a risk of service disruptions during account migrations and branch closures, which could impact customer satisfaction.

From a managerial perspective, the success of the merger hinges on meticulous planning and execution. Transparent communication with employees and customers is crucial to maintaining trust and minimizing disruptions. Investment in advanced digital banking solutions and technology upgrades will further improve efficiency and customer satisfaction.

Conclusion: This study offers a comprehensive analysis of a landmark merger in the private banking sector, integrating quantitative and qualitative methodologies for a holistic perspective. Unlike prior research focusing on public sector bank consolidations, this paper uniquely explores the dynamics of a private sector merger combining housing finance with retail and corporate banking.

By analyzing the complementary strengths of HDFC's housing finance expertise and HDFC Bank's technological innovation, this study demonstrates how such mergers can unlock new revenue streams and operational efficiencies. The findings also provide practical insights for managing cultural integration and operational challenges, emphasizing the importance of foresight, clear communication, and technological advancements.

The lessons derived from this case study are valuable for guiding future mergers in India's financial sector, showcasing how strategic alignment and robust planning can transform industry dynamics while addressing potential challenges.

Democratizing Circular Economy: Exploring Decentralized Business Models for Sustainable Value Creation and Micro-Entrepreneurship

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ABSTRACT

The concept of circular economy has gained significant attention in recent years, as a potential solution to the environmental and social challenges posed by the traditional linear economy. However, the transition to a circular economy requires a fundamental shift in the way businesses operate, from a focus on extraction, production, and disposal, to a focus on restoration, regeneration, and reuse.

Decentralized business models have emerged as a key enabler of this transition, by promoting collaborative networks, shared resources, and community-driven economy. These models have the potential to democratize the circular economy, by providing opportunities for micro-entrepreneurs and small businesses to participate in the transition to a circular economy.

This research explores the concept of decentralized business models for sustainable value creation and micro-entrepreneurship in the context of the circular economy. The study aims to identify the key characteristics, benefits, and challenges of decentralized business models, and to explore their potential to promote sustainable development and democratize the circular economy.

The research is guided by the following research questions:

1. What are the key characteristics of decentralized business models in the context of the circular economy?

2. What are the benefits and challenges of decentralized business models for sustainable value creation and micro-entrepreneurship?

The study employs a mixed-methods approach, combining qualitative and quantitative data collection and analysis methods. The research includes a comprehensive literature review, a survey of micro-entrepreneurs, startups and small businesses, and in-depth case studies of decentralized business models.

The findings of this study contribute to the existing literature on decentralized business models, circular economy, and sustainable development goals and provide insights for policymakers, entrepreneurs, and researchers. The study also provides recommendations for micro-entrepreneurs, startups, small businesses, and policymakers on how to promote the adoption of decentralized business models and circular economy practices.

The research has several implications for theory, practice, and policy. Firstly, it highlights the importance of decentralized business models in promoting SDG Goals for sustainable development and democratizing the circular economy. Secondly, it emphasizes the need for policymakers and other stakeholders to provide support and resources for micro-entrepreneurs and Startups businesses to adopt decentralized business models and circular economy practices. Finally, it provides insights for researchers on the need to explore the intersection of decentralized business models, circular economy, and sustainable development in different contexts and industries.

In conclusion, this research provides a comprehensive analysis of the concept of decentralized business models for sustainable value creation and micro-entrepreneurship in the context of the circular economy. The findings of this study contribute to the existing literature and provide insights for policymakers, startup entrepreneurs, and researchers.

ABOUT IMPeC 2025

The conference offers a multitude of events and opportunities, such as seminars, editorial sessions, case study and research paper presentations. The conference also promises thought-provoking keynote speeches from eminent scholars and professionals. The ultimate goal is to improve the quality of research presented by soliciting insightful feedback from experts in a variety of fields. Additionally, attendees will have a better understanding of the problems and trends that their specific sectors of interest are currently facing, which will be beneficial in the future for their research work and the ecosystem as a whole.

This conference is about more than just exchanging information; it is about fostering a global movement of knowledge sharing. By attending IMPeC 2025 conference, attendees will be equipped with the contemporary knowledge, new connections, and motivation to become active participants of academics. The IMPeC 2025 conference would be a testament to the power of collaboration among intellectuals to address the world's most pressing challenges.