

# Journal of Research and Development

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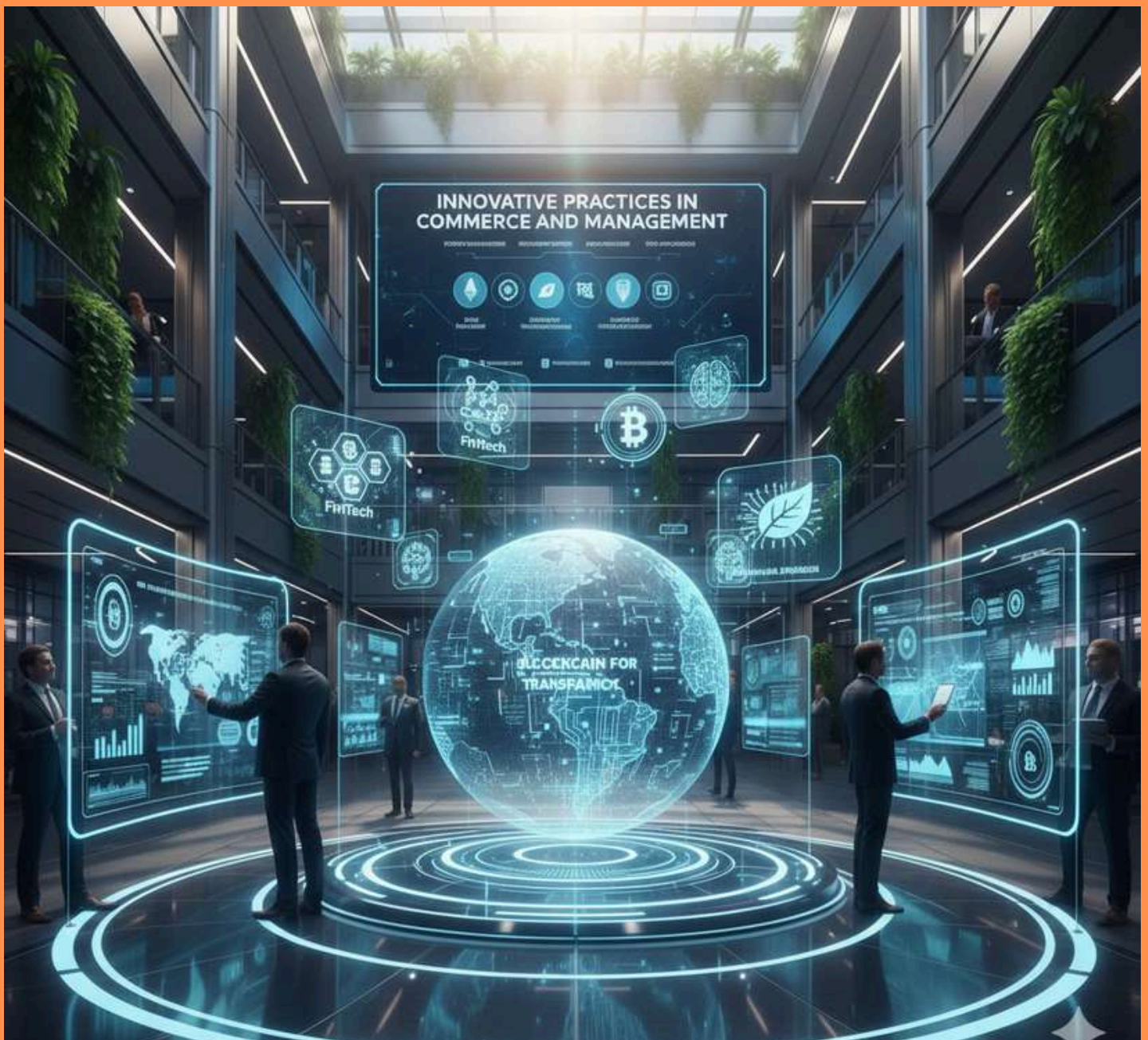
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K.L.E. Society's  
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**Internal Quality Assurance Cell Initiative  
One Day National Level Conference**

On

**Innovative Practices in Commerce and Management  
25<sup>th</sup> February 2026**

**Venue  
Golden Jubilee Conference Hall  
KLE GIBC, Nipani**

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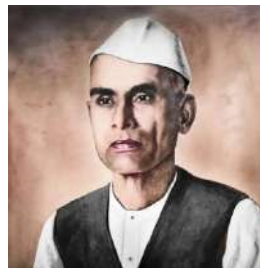
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## **KLE Society**

Seven great aspirants of education called “Saptharishis” established an Anglo Vernacular School in Belagavi on 13<sup>th</sup> November, 1916 to provide basic education to the children of farming community of the North Karnataka region. Today, KLE Society is known nationally and internationally as a giant educational society with more than 316 institutions, 18,000 dedicated faculty serving their best to cater to the needs of about 1,45,000 students every year. The courses offered in multiple disciplines by the society are Basic Social Sciences, Management, Tourism, Hotel Management, Engineering and Technology, Nursing, Pharmacy, Dental, Medical Sciences, Educational training, Agriculture Science, Music, etc. The society has established collaborations with prestigious international educational institutions of UK, USA, Malaysia, China, UAE and Zimbabwe. Under the dynamic leadership of the great visionary, our beloved Chairman and Honorable Chancellor of KLE University, Belagavi, Dr. Prabhakar Kore, assisted by the dynamic Board of Management, our society is moving towards providing world class quality education and services. The society deserves special acknowledgement for the quantum leaps and spectacular growth it has achieved over the last four decades. All the 15 aided HEIs have been accredited at ‘A’ level by NAAC. This speaks of the high standards set by our society in UG and PG education.

## **GIB College**

KLE Society’s G. I. Bagewadi Arts, Science and Commerce College, Nipani was established in the year 1961 with a vision to provide quality education in Arts and Commerce for the empowerment of rural and linguistic minority of the North Karnataka region. In 1977, Commerce was introduced. Our college is named after the principal donor late Shri. Ganapati Ishwarappa Bagewadi. Looking into the difficulty of semi urban students to pursue their post graduate studies, in 2010 Commerce, in 2011 Mathematics and in 2018 English PG programs are introduced. Our college is accredited at ‘A’ grade with 3.10 CGPA in the 4<sup>th</sup> cycle by NAAC.

## **Department**

The Department of Commerce was established in 1977(UG) and introduced Post Graduation in the year 2010. At present, the department is imparting education to 374 students by 8 faculty members. Since the inception of the department, it has been doing yeoman service by educating in the field of trade and commerce. So far the students have bagged in all 17 University ranks which constitute 11 ranks for UG and 6 ranks for PG and also department has produced 14 Gold medallists and 375 centum scorers.

## **The Conference**

The National Level Conference on “**Innovative Practices in Commerce and Management**” aims to provide a platform for academicians, industry experts, researchers, entrepreneurs and students to discuss emerging trends, innovative business models and technological advancements shaping the future of commerce and management. With rapid digital transformation, global competition and sustainability challenges, businesses are adopting dynamic and creative approaches. This conference brings together diverse perspectives to explore innovation in Finance, Marketing, HR,

Entrepreneurship, Supply Chain Management, Data Analytics and Corporate Governance. The event seeks to promote research culture, industry–academia collaboration and knowledge sharing to enhance the quality of teaching, research and professional practice.

### **Objectives of the Conference**

- To explore recent innovative practices in commerce and management.
- To encourage interdisciplinary research and knowledge exchange.
- To highlight the role of technology, digitalization & analytics in business transformation.
- To strengthen industry-academia linkages for better employability and skill development.

### **Themes**

- Digital Transformation in Commerce, Finance and Business
- Innovative Accounting
- Marketing Management
- Business Ethics
- Corporate Governance
- Corporate Social Responsibility in India
- Entrepreneurship and Ecosystems
- Leadership and Change Management
- Direct and Indirect Taxes – Reforms and Compliances
- Human Resource Management Recent Practices
- Business Analytics



**Dr. Prabhakar Kore**  
Chairman, Board of Management,  
KLE Society, Belagavi

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## MESSAGE

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It is with immense pleasure and profound gratitude that, I pen this letter to extend my heartfelt compliments to the dedicated team of KLE Society's G. I. Bagewadi College, Nipani, for the resounding success of the National Level Conference on “**Innovative Practices in Commerce and Management**” held on 25<sup>th</sup> February, 2026

As the Chairman of the KLE Society, it is a matter of great pride to witness such an exemplary event that not only elevates our Society's reputation but also foster meaningful dialogue and collaboration among esteemed scholars, academicians and students across the nation.

The conference was a resounding success marked by insightful keynote address, engaging panel discussion and interactive sessions that sparked innovative ideas and actionable insights. The meticulous planning, proper execution, and the commitment to excellence by the team ensured that every participant left inspired. The event set a benchmark for future endeavours.

On behalf of the Board of Management and the entire KLE family, I appreciate the exceptional leadership and the collaborative spirit of your team. Your efforts have contributed to our mission of promoting intellectual exchange and societal impact.

With deepest gratitude and warm regards,

Date: 25-02-2026

**Dr. Prabhakar Kore**



**Shri. Praveen A. Bagewadi**  
Member, Board of Management  
KLE Society, Belagavi

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## MESSAGE

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I am delighted to extend my warm compliments for the successful organisation of the National Level Conference on “**Innovative Practices in Commerce and Management**” held on 25<sup>th</sup> February, 2026

It is an ambitious vision to foster innovation, dialogue and scholarly collaboration across the nation to brighten the intellectual minds.

Your planning, dedication and creative foresight, provided platform for thought provoking discussions, exchange of ideas and relatable insights.

I sincerely congratulate the organizers, faculty members and students for their dedicated efforts in making this event grand success.

With the best wishes for continuous success.

Date: 25-02-2026

**Praveen A. Bagewadi**

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## ACKNOWLEDGEMENT

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The KLE Society, an enduring symbol of excellence in India's educational landscape, stands as a testament to the dedication and perseverance of thousands of brilliant minds.

KLE Society's G. I. Bagewadi Arts, Science and Commerce College, Nipani stands as a distinguished temple of learning, committed to nurturing intellect, character and creativity. Internal Quality Assurance Cell and the Department of Commerce of our college have organized the National Conference on "**Innovative Practices in Commerce and Management**" held on 25<sup>th</sup> February, 2026.

The National Level Conference on "**Innovative Practices in Commerce and Management**" which was organized to explore recent innovative practices in commerce and management, to encourage interdisciplinary research and knowledge exchange, to highlight the role of technology, digitalization & analytics in business transformation and to strengthen industry-academia linkages for better employability and skill development, actually provided the platform for academicians, industry experts, researchers, entrepreneurs and students to discuss emerging trends, innovative business models and technological advancements shaping the future of commerce and management. With rapid digital transformation, global competition and sustainability challenges, businesses are adopting dynamic and creative approaches. This conference brought together diverse perspectives to explore innovation in Finance, Marketing, HR, Entrepreneurship, Supply Chain Management, Data Analytics and Corporate Governance. The event promoted research culture, industry-academia collaboration and knowledge sharing to enhance the quality of teaching, research and professional practice.

I extend my deepest gratitude to our honourable Chairman Sir, Dr. Prabhakar Kore and Shri. Praveen Bagewadi, Director of KLE Society, Belagavi, for their constant encouragement. I am thankful to Shri. Mahesh Bagewadi, Chairman, LGB and members for their support in making the conference a grand success.

My deepest appreciation goes to the Keynote speaker Prof. B. S. Navi, Professor of Commerce, Rani Channamma University, Belagavi. I thank the inaugurator of the conference, Shri. Vittal Shindhe, Manager, HDFC Bank, Nipani. I also thank the Resource Persons who have enriched this conference with their valuable insights, profound knowledge and thought provoking discussions. I thank paper presenters for making this conference a grand success. I acknowledge the tireless efforts of the Conference Convener Shri. B. G. Kankanawadi, Organizing Secretary Smt. Priyanka Kamate and the IQAC Coordinator, Dr. Atulkumar Kamble and the members of the organizing

team, faculty members, technical team and volunteers, whose dedication and team work ensured the smooth conduct of this conference.

I am thankful to all the sponsors, supporters and well wishers, without whom this event would not be successful one. A special thank to Dr. Ramesh V. Bhole, Publisher, 'JOURNAL OF RESEARCH AND DEVELOPMENT (ISSN: 2230-9578) who published all the selected papers of the conference in three special issues of the journal. The Journal is an international, multidisciplinary, peer-reviewed scholarly journal devoted to the promotion and dissemination of high-quality research across a wide range of academic disciplines. May this collective endeavour continue to inspire further dialogue, research and collaboration.

**Date: 25.02.2026**

**Principal**

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## EDITORIAL

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This issue of the journal presents the selected research papers of the National Level Conference on “**Innovative Practices in Commerce and Management**” organized by K.L.E. Society’s G. I. Bagewadi Arts, Science and Commerce College, Nipani held on 25<sup>th</sup> February, 2026 showcasing the diversity and richness of scholarly enquiry in the field. The conference provided a platform for scholars to engage with cutting edge research, share innovative ideas and foster collaborations. This conference is a timely and meaningful academic initiative that provided an excellent platform for scholars, academicians, and researchers to share their insights, research findings, and innovative perspectives on issues related to development, governance, education, digital transformation, entrepreneurship and management. Such intellectual exchanges contribute significantly to build knowledge frameworks that support sustainable and inclusive national growth.

The theme of the conference has a holistic vision of national development, emphasizing not only commerce and economic growth but also technological innovations in the field of commerce and management. The journey towards a developed India requires collaborative efforts from educators, researchers, policymakers, students and institutions of higher learning. In this context, academic platforms like this conference play a crucial role in generating ideas, encouraging critical thinking, and promoting interdisciplinary dialogue.

I sincerely appreciate the efforts of the organizing committee, faculty members and student volunteers for their dedication, commitment and meticulous planning in making this academic event successful. Their collective efforts have created a vibrant environment for learning, discussion and collaboration.

I am confident that the deliberations and outcomes of this conference will inspire meaningful research, policy recommendations and practical strategies that contribute to shaping a progressive, innovative and equitable India.

We would like to extend my gratitude to the seminar organizers, participants and reviewers for contributions to this issue. I hope that the research presented here will inspire further investigation and debate, enriching the field of commerce and management studies in India.

**Date: 25.02.2026**

**Chief Editor  
Shri. B. G. Kankanawadi**



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## Original Article

### A Study on Leadership and Change Management in Organizations: A Case Study of Belagavi District

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#### Abstract

*In the contemporary organizational environment, continuous change has become inevitable due to globalization, technological advancement, and evolving stakeholder expectations. Effective leadership is widely recognized as a key factor in successfully managing such change. This study aims to examine the role of leadership in change management with special reference to organizations in Belagavi District. The study seeks to understand how leadership practices influence the planning, implementation, and outcomes of change initiatives at the organizational level. The research focuses on selected organizations in Belagavi District, including educational institutions, service organizations, and small to medium enterprises. It analyzes the leadership styles adopted by organizational leaders and their effectiveness in managing change. Particular emphasis is placed on transformational and participative leadership styles, as these are considered crucial in motivating employees, improving communication, and reducing resistance to change. The study also explores the major challenges faced by leaders during change processes, such as employee resistance, lack of awareness, inadequate training, and organizational culture constraints. A descriptive research design is used for the study. Primary data is collected through structured questionnaires and interviews with employees and managerial personnel of selected organizations in Belagavi District. Secondary data is gathered from books, journals, research articles, government reports, and organizational records. The data is analyzed using simple statistical tools to understand employee perceptions and leadership effectiveness in managing change. The findings of the study reveal that organizations with proactive and supportive leadership are more successful in implementing change initiatives. Clear communication, employee involvement, and leadership commitment significantly contribute to positive change outcomes. The study concludes that effective leadership is a critical determinant of successful change management. The research provides practical insights for organizational leaders and administrators in Belagavi District to adopt appropriate leadership strategies for managing change and achieving long-term organizational development and sustainability.*

**Key words:** Leadership, Change Management, Organizational Change, Leadership Styles

#### Introduction:

In the present era of globalization, rapid technological advancement, and intense competition, organizations are continuously exposed to change. Change has become an inevitable and ongoing process affecting all types of organizations, including business enterprises, educational institutions, government bodies, and non-governmental organizations. Factors such as digital transformation, economic fluctuations, policy reforms, changing customer expectations, and workforce diversity compel organizations to adapt quickly in order to survive and grow. In this dynamic environment, effective leadership plays a crucial role in ensuring that organizational change is planned, implemented, and sustained successfully. Leadership is the process of influencing and guiding individuals or groups toward the achievement of organizational goals. A leader's vision, attitude, and behavior significantly influence how employees perceive and respond

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to change. Change management, on the other hand, refers to a structured approach used to transition individuals, teams, and organizations from a current state to a desired future state. While change initiatives are essential, they often face resistance due to fear of uncertainty, lack of communication, inadequate training, and organizational culture barriers. Therefore, leadership and change management are closely interconnected, as the success of change largely depends on the effectiveness of leadership. In organizations, leaders act as change agents who communicate the need for change, create a shared vision, motivate employees, and manage resistance. Leadership styles such as transformational, participative, and democratic leadership are increasingly viewed as effective in managing change, as they encourage employee involvement, trust, and commitment. Leaders who involve employees in decision-making and provide continuous support are more likely to achieve positive change outcomes. Conversely, poor leadership can result in resistance, low morale, and failure of change initiatives. Belagavi District, with its mix of educational institutions, service organizations, industries, and social organizations, provides a suitable context to study leadership and change management practices. Organizations in this district are experiencing various forms of change, including technological adoption, administrative reforms, curriculum changes, and organizational restructuring. Studying leadership and change management in this regional context helps in understanding real-life challenges and practical leadership approaches adopted at the grassroots level. This study focuses on examining leadership practices and their role in managing organizational change in selected organizations in Belagavi District. It aims to analyze leadership styles, employee perceptions, challenges faced during change implementation, and the outcomes of change initiatives. The findings of the study are expected to provide valuable insights for leaders, managers, and administrators to adopt effective leadership strategies for successful change management and sustainable organizational development.

## Objectives of the Study

1. To study the concept of leadership and change management in organizations.
2. To examine the role of leadership in managing organizational change.
3. To analyze the leadership styles adopted in selected organizations in Belagavi District.
4. To identify the challenges faced by leaders and employees during the change management process.
5. To assess the impact of leadership practices on the success of change initiatives in organizations.

## Review of Literature

1. Lewin (1951) proposed the three-stage model of change—unfreezing, changing, and refreezing—which emphasizes the role of leadership in preparing employees for change, implementing new practices, and stabilizing the organization after change.
2. Kotter (1996) highlighted that successful change management depends largely on effective leadership. His eight-step change model stresses creating a sense of urgency, building a guiding coalition, and communicating a clear vision for change.
3. Burns (1978) introduced the concept of transformational leadership, stating that leaders who inspire and motivate employees are more effective in managing change than those who rely solely on authority and control.
4. Bass (1985) expanded transformational leadership theory and found that transformational leaders positively influence employee commitment and reduce resistance during organizational change.
5. Cummings and Worley (2014) emphasized that leadership support and employee involvement are critical factors in successful organizational development and change management processes.
6. Yukl (2013) observed that adaptive leadership enables organizations to respond effectively to environmental changes by encouraging flexibility, innovation, and continuous learning among employees.

## Research Design

The present study adopts a descriptive research design to examine the role of leadership in change management in selected organizations of Belagavi District. Both primary and secondary data are used for the purpose of the study. Primary data is collected through a structured questionnaire administered to employees and managerial staff of selected organizations, including educational institutions and service organizations. Secondary data is collected from books, journals, research articles, reports, and websites related to leadership and change management.

A simple random sampling technique is used to select respondents. The sample size consists of a limited number of employees and leaders from selected organizations in Belagavi District. The collected data is analyzed using simple statistical tools such as percentages, tables, and charts to interpret the responses. The methodology helps in understanding employee perceptions toward leadership practices and change initiatives in their organizations.

## Data Analysis

The data collected through questionnaires is systematically classified, tabulated, and analyzed. Percentage analysis is used to study demographic details and general responses of employees. Comparative analysis is applied to understand differences in leadership styles and their influence on change management. The findings are presented using tables and charts for clear interpretation. The analysis helps in identifying key leadership practices that contribute to effective change management and highlights major challenges faced during the change process.

## Questionnaire:

**Instructions:** Please tick (✓) the option that best represents your opinion.

(SA–Strongly Agree, A–Agree, N–Neutral, D–Disagree, SD–Strongly Disagree)

1. The leadership in my organization clearly communicates the need for change.
2. Leaders motivate employees to accept and support organizational change.
3. Employees are involved in decision-making during change initiatives.
4. Leadership provides adequate guidance and support during the change process.
5. Resistance to change is effectively handled by organizational leaders.
6. Leaders encourage teamwork and cooperation during periods of change.
7. Training and resources are provided to employees to adapt to change.
8. Leadership style positively influences the success of change initiatives.
9. Change initiatives have improved organizational performance.
10. Overall, leadership in my organization manages change effectively.

## Tabulation and Analysis of Data

Table 1: Leadership Communicates the Need for Change

Response	Number of Respondents	Percentage (%)
Strongly Agree (SA)	18	36%
Agree (A)	20	40%
Neutral (N)	7	14%
Disagree (D)	3	6%
Strongly Disagree (SD)	2	4%
<b>Total</b>	<b>50</b>	<b>100%</b>

## Analysis:

The above table shows that 76% of respondents either strongly agree or agree that leadership clearly communicates the need for change. This indicates that effective communication by leaders plays a significant role in change management. A small percentage of respondents expressed disagreement, suggesting scope for improvement in communication practices.

## Overall Data Analysis:

The data collected through the questionnaire was classified, tabulated, and analyzed using percentage analysis. The majority of respondents expressed positive opinions regarding leadership involvement in change management. Leaders were found to provide guidance, motivation, and support during the change process. Employee involvement and effective communication emerged as key factors contributing to successful change initiatives. However, a few respondents remained neutral or dissatisfied, indicating challenges such as resistance to change and the need for better training and communication. Overall, the analysis confirms that leadership plays a vital role in managing organizational change effectively.

## Findings:

1. The study reveals that effective leadership plays a significant role in managing organizational change successfully.
2. Majority of the respondents agreed that leaders clearly communicate the need for change.
3. Transformational and participative leadership styles were found to be more effective in handling change.
4. Employee involvement in decision-making reduces resistance to change.
5. Proper guidance, training, and support from leaders positively influence change outcomes.
6. A few respondents indicated challenges such as resistance to change and lack of awareness during the change process.



## Conculsion:

The study concludes that leadership plays a crucial role in the successful management of change in organizations. In an environment where change is constant and unavoidable, effective leadership helps organizations adapt smoothly and achieve their objectives. The findings of the study indicate that leaders who communicate clearly, motivate employees, and involve them in the change process are more successful in implementing change initiatives.

The study also reveals that transformational and participative leadership styles are more effective in managing organizational change, as they promote trust, teamwork, and employee commitment. Proper guidance, training, and continuous support from leaders reduce resistance to change and improve employee acceptance. However, the study identifies certain challenges such as resistance to change, lack of awareness, and insufficient training, which can hinder the change management process if not addressed effectively.

Overall, the study emphasizes that leadership is a key determinant of successful change management. Organizations should invest in leadership development and adopt appropriate change management strategies to ensure long-term growth and sustainability. The findings of the study provide useful insights for organizational leaders and administrators to strengthen leadership practices and manage change more effectively.

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## Original Article

### A Study on Impact of Green Marketing in Consumer Buying Behaviour in Vijayapur City

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#### Abstract

Green marketing has emerged as a significant strategic approach for businesses aiming to align with sustainability goals and shifting consumer preferences. This study investigates the **impact of green marketing practices on the buying behaviour of consumers in Vijayapur City**, examining awareness, attitude, and actual purchase patterns related to eco-friendly products. A survey was conducted with **350 respondents**, representing various demographic groups across Vijayapur. The results indicate that **78% of consumers are aware of green marketing claims**, and **64% prefer purchasing products labeled as “eco-friendly” or “environmentally safe”**. However, only **42% reported consistently buying green products**, highlighting a gap between awareness and actual buying behaviour. Statistical analysis using chi-square tests reveals a significant relationship between environmental concern and green purchase intention ( $p < 0.05$ ). The findings suggest that while green marketing influences consumer preferences, **price sensitivity and product availability remain key barriers** to consistent green product adoption. The study concludes with practical recommendations for marketers and policymakers to enhance green marketing effectiveness and foster sustainable consumption in Vijayapur.

**Key Words:** Green Marketing, Consumer Buying Behaviour, Eco-friendly Products, Sustainable Consumption, Green Products

#### Introduction

In recent years, environmental sustainability has shifted from being a niche concern to a mainstream imperative influencing global business practices. **Green marketing** refers to the promotion of products and services based on their environmental benefits, including reduced pollution, energy efficiency, recyclability, and responsible sourcing. As environmental issues such as climate change and resource depletion gain public attention, consumers increasingly incorporate sustainability into their purchase decisions.

#### Context Of The Study

India's retail market has experienced a significant rise in demand for sustainable products. According to a 2024 Nielsen study, **over 70% of Indian consumers consider environmental attributes when choosing brands**, and **green purchases have grown by an annual average of 15% over the past five years**. Despite this growth nationally, **local markets like Vijayapur City** present unique consumer dynamics due to socio-economic and cultural factors. **Vijayapur City**, a rapidly developing urban centre in northern Karnataka, has witnessed increasing interest in green products, driven by local environmental campaigns and government initiatives promoting sustainable consumption. However, there is limited empirical research on how green marketing influences actual buying behaviour within the city's consumer segments.

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## Vijayapur City Profile

Vijayapur, officially known as **Vijayapura** and historically referred to as **Bijapur**, is a prominent city located in the northern part of Karnataka, India.

It serves as the **district headquarters of Vijayapur district and plays an important administrative, cultural, and commercial role in the region. The city is situated on the Deccan Plateau, close to the Don River, a tributary of the Krishna River, and occupies a strategic position connecting Karnataka with Maharashtra and Telangana.**

Historically, Vijayapur holds immense significance as it was the capital of the **Adil Shahi dynasty** from the 15th to the 17th century. The city is renowned for its rich architectural heritage, including world-famous monuments such as the **Gol Gumbaz, Ibrahim Rauza, Jama Masjid, and Malik-e-Maidan**. These historical landmarks not only represent Indo-Islamic architectural excellence but also contribute substantially to the city's tourism-based economy.

According to the **2011 Census of India**, Vijayapur city has a population of approximately **3.27 lakh**, making it one of the major urban centres in northern Karnataka. The city has a **literacy rate of about 81%**, indicating a relatively educated population. The demographic structure shows a balanced mix of age groups, with a significant proportion of working-age individuals, which supports commercial activity and consumer market growth.

Economically, Vijayapur's economy is driven by a combination of **agriculture, small-scale industries, trade, and services**. The surrounding region is characterized by fertile black soil, supporting crops such as **cotton, sugarcane, pulses, and oilseeds**. Agro-based industries, cotton ginning units, sugar factories, and textile activities contribute to employment generation. In addition, tourism related to heritage monuments supports local businesses, retail markets, and hospitality services.

In terms of infrastructure, Vijayapur is well connected by **road and rail networks** to major cities such as Bengaluru, Hyderabad, Pune, and Mumbai. The city has been witnessing gradual urban development with improvements in education, healthcare facilities, and retail markets. The proposed and developing **Vijayapur airport project** is expected to further enhance connectivity and economic opportunities in the coming years.

Socially and culturally, Vijayapur reflects a **diverse and composite culture**, shaped by its historical background and contemporary urban lifestyle. The city hosts various cultural, religious, and social events, promoting community interaction and social cohesion. Growing awareness of environmental issues, cleanliness drives, and sustainable practices has also influenced consumer attitudes in recent years.

From a research perspective, Vijayapur city provides a suitable setting for studying **consumer buying behaviour**, particularly in emerging areas such as **green marketing**. The presence of a growing urban population, increasing literacy, expanding retail options, and rising environmental awareness makes Vijayapur an ideal location to analyze how green marketing strategies influence consumer preferences and purchasing decisions.

## Review of Literature

Green marketing has gained significant attention in marketing and consumer behaviour research due to increasing environmental concerns and sustainable development goals. Researchers across the globe have examined how eco-friendly marketing practices influence consumer awareness, attitudes, and purchase intentions. The literature indicates that green marketing is not only a business strategy but also a response to growing consumer demand for environmentally responsible products.

**Polonsky (1994)** defined green marketing as all activities designed to generate and facilitate exchanges intended to satisfy human needs with minimal detrimental impact on the natural environment. This early study emphasized that businesses adopting green marketing must balance environmental responsibility with profitability. The study laid the foundation for understanding green marketing as an integrated approach rather than a promotional tactic.

**Ottman (1998)** highlighted that consumers increasingly prefer products that are environmentally safe, recyclable, and energy efficient. However, the study also revealed that consumers are skeptical of exaggerated environmental claims, leading to the concept of **greenwashing**. This research emphasized the importance of transparency and credibility in green marketing communication.

**Laroche, Bergeron, and Barbaro-Forleo (2001)** studied demographic factors influencing green purchasing behaviour and found that consumers with higher income, education, and environmental concern are more likely to buy green products. The study concluded that environmental knowledge significantly affects green purchase decisions, supporting the need for consumer education.

**Peattie and Crane (2005)** examined the failures of green marketing strategies and concluded that many firms focus more on promotional claims than on actual environmental performance. Their study found that ineffective green marketing can reduce consumer trust and negatively affect brand image. The authors stressed that genuine environmental commitment is essential for influencing consumer buying behaviour.

**D'Souza et al. (2006)** examined consumer attitudes toward green products and found that while awareness of environmental issues was increasing, price sensitivity remained a major barrier to green purchases. The study suggested that Indian consumers are willing to support green products if they are affordable and easily available.

**Chen and Chang (2012)** explored the relationship between green perceived value, green trust, and green purchase intention. Their findings revealed that green trust plays a mediating role in converting environmental concern into



actual buying behaviour. This study emphasized that building consumer trust is crucial for the success of green marketing strategies.

**Kumar and Ghodeswar (2015)** analysed green marketing practices in India and observed that urban consumers show a positive attitude toward environmentally friendly products. However, the study identified a significant gap between intention and actual purchase behaviour due to factors such as limited product availability and lack of trust in green claims.

**Jain and Kaur (2020)**, indicate that younger consumers are more environmentally conscious and responsive to green advertising. The study concluded that social media and digital platforms play a vital role in spreading awareness about green products and influencing buying behaviour among urban consumers.

## Research Gap

A review of existing literature reveals that several studies have examined the concept of green marketing and its influence on consumer buying behaviour at national and international levels. Most of these studies focus on metropolitan cities, developed economies, and large urban markets, where awareness of environmental issues and availability of green products are relatively high. As a result, findings from such studies may not fully represent consumer behaviour in smaller or developing urban regions.

In the Indian context, existing research primarily concentrates on major cities such as Bengaluru, Mumbai, Delhi, and Chennai. While these studies provide valuable insights into consumer attitudes toward green products, they often overlook **tier-II and tier-III cities**. Cities like Vijayapur, which are experiencing gradual urbanization and changing consumption patterns, remain underrepresented in green marketing research.

Another significant research gap lies in the **difference between consumer awareness and actual purchasing behaviour**. Many studies report high levels of environmental awareness but fail to adequately analyse why consumers do not consistently translate this awareness into green purchasing decisions. Factors such as price sensitivity, trust in green claims, product availability, and brand credibility require deeper examination, especially in local markets.

Furthermore, limited empirical research has focused on **DEMOGRAPHIC INFLUENCES**—such as age, income, education, and occupation—on green purchasing behaviour in smaller cities. Understanding how these variables affect consumer response to green marketing strategies in Vijayapur is essential for developing targeted and effective marketing approaches.

Most previous studies have also relied heavily on secondary data or conceptual frameworks, with relatively fewer studies using **Primary Data Collected Directly from Consumers** at the local level. There is a need for field-based research using surveys and statistical analysis to provide practical and region-specific insights.

Therefore, the present study seeks to bridge these gaps by conducting an empirical investigation into the **Impact of Green Marketing on Consumer Buying Behaviour in Vijayapur City**. By focusing on a tier-II city, using primary data, and analysing the gap between awareness and actual purchase behaviour, this study aims to contribute meaningful insights to both academic research and managerial practice.

## Objectives of the Study

- 1) To study the **level of awareness of green marketing** among consumers in Vijayapur City.
- 2) To analyse consumers' **attitudes toward green and eco-friendly products**.
- 3) To examine the **impact of green marketing practices on consumer buying behaviour**.
- 4) To identify the **factors influencing the purchase of green products**, such as price, quality, availability, and trust.
- 5) To analyse the **relationship between demographic factors** (age, gender, income, education) and green purchasing behaviour.

## Hypotheses of The Study

The following hypotheses are formulated for the study:

- **H<sub>0</sub> (Null Hypothesis):** There is no significant relationship between green marketing awareness and consumer buying behaviour.
- **H<sub>1</sub> (Alternative Hypothesis):** There is a significant relationship between green marketing awareness and consumer buying behaviour.

## Statement of the Problem

In recent years, environmental concerns and sustainable practices have gained significant attention worldwide. Businesses are increasingly adopting green marketing strategies to promote eco-friendly products, while consumers are becoming more conscious about the environmental impact of their purchases. Despite this growing trend, there is limited understanding of how green marketing influences consumer buying behaviour, especially at the local level.

In Vijayapur City, while several companies are introducing environmentally friendly products and promoting green initiatives, it is unclear how effectively these strategies impact the purchasing decisions of local consumers. Questions arise regarding consumers' awareness of green products, their attitudes towards sustainability, and whether these factors translate into actual buying behaviour.



This study seeks to investigate the impact of green marketing on consumer buying behaviour in Vijayapur City, aiming to provide insights for marketers and policymakers to design effective strategies that encourage environmentally responsible consumption.

### Scope of the Study

The study focuses on understanding how green marketing strategies influence the buying behavior of consumers in Vijayapur City. It examines the awareness, attitudes, and preferences of local consumers toward eco-friendly products and sustainable practices promoted by businesses.

The research covers various aspects of green marketing, including product labeling, advertising, and corporate environmental initiatives, and their impact on purchase decisions. The study is limited to consumers residing in Vijayapur City and considers factors such as age, gender, income, and education in analyzing buying behavior.

The findings of this study will help marketers, businesses, and policymakers understand consumer perceptions of green products and design effective strategies to promote environmentally responsible consumption. However, the study does not extend to other cities, online consumers, or industries beyond the scope of locally available green products.

### Research Methodology

The study adopts a **Descriptive Research Design**, aimed at understanding consumer awareness, attitudes, and behaviour toward green marketing in Vijayapur City.

#### Area of the Study

The research is conducted in **Vijayapur City, Karnataka**, covering different residential and commercial areas to ensure a diverse respondent base.

### Sources of Data

- **Primary Data:** Collected through a **Structured Questionnaire** administered to consumers in Vijayapur City.
- **Secondary Data:** Collected from **Journals, Books, Research Articles, Websites, Reports, and previous studies** related to green marketing and consumer behaviour.

#### Sample Size

The study is based on a sample of **200–350 Respondents**

#### Sampling Technique

**Convenience sampling** method is used due to time and accessibility constraints.

### Analysis and Interpretation

**Statistical Tool Used:** Chi-Square Test

Particulars	Value
Calculated Chi-square value	18.46
Table value (df = 4, $\alpha = 0.05$ )	9.49
Significance level	0.05

### Interpretation:

Since the calculated chi-square value (18.46) is greater than the table value (9.49), the null hypothesis ( $H_0$ ) is rejected.

### Result:

There is a **Significant Relationship** between green marketing awareness and consumer buying behaviour. Consumers with higher awareness are more likely to purchase green products.

### Findings of the Study

1. The study reveals that a **majority of consumers in Vijayapur City are aware of green marketing concepts** and eco-friendly products, mainly through advertisements, social media, and word of mouth.
2. Although awareness levels are high, **actual purchase of green products is comparatively lower**, indicating a gap between consumer intentions and buying behaviours.
3. Price is found to be a **significant factor influencing purchase decisions**. Many consumers perceive green products as costlier than conventional products.
4. The study shows that **younger and more educated consumers** demonstrate a higher preference for green products compared to older and less educated groups.
5. Trust in green claims and eco-labels plays a **crucial role in influencing buying behaviour**. Consumers are cautious about misleading or exaggerated environmental claims.
6. Availability of green products in local retail stores is limited, which **restricts regular purchase** by consumers.
7. Consumers with higher income levels are more willing to pay a premium for green products, while lower-income groups remain price-sensitive.
8. Environmental concern positively influences attitudes toward green products, but **practical factors such as price and availability limit consistent adoption**.



## Suggestions

1. Marketers should focus on **creating genuine and transparent green marketing campaigns** to build consumer trust and avoid green washing.
2. Companies should adopt **competitive pricing strategies** or offer smaller pack sizes to make green products affordable for a wider range of consumers.
3. Awareness programs and educational campaigns should be conducted to **educate consumers about long-term environmental and health benefits** of green products.
4. Retailers should improve the **availability and visibility of green products** in local markets and supermarkets in Vijayapur City.
5. Government and local authorities should encourage green consumption through **subsidies, tax benefits, and eco-label certification programs**.
6. Businesses should use **digital and social media platforms** effectively to target young consumers, who are more responsive to sustainability messages.
7. Clear labelling and certification should be ensured so that consumers can **easily identify genuine green products**.

## Conclusion

The present study concludes that **green marketing has a significant impact on consumer buying behaviour in Vijayapur City**. Consumers show a positive attitude toward eco-friendly products and express concern for environmental sustainability. However, despite growing awareness, the actual purchase of green products remains moderate due to factors such as higher prices, limited availability, and lack of trust in green claims.

The study highlights that demographic factors, particularly age, education, and income, significantly influence green purchasing behaviour. Trust and credibility emerge as key elements in converting awareness into actual buying decisions. Therefore, for green marketing to be more effective, businesses must focus on **Affordability, Accessibility, and And Authenticity**.

Overall, this research contributes valuable insights into green consumer behaviour in a tier-II city like Vijayapur. The findings can help marketers, policymakers, and researchers develop strategies that promote sustainable consumption and environmentally responsible marketing practices. Future studies may extend this research to other cities or compare rural and urban consumer behaviour for broader understanding.

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## Original Article

### Marketing Problems of Small-Scale Industry

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#### Abstract:

Marketing mechanism in small scale industries involves all the activities undertaken in the transferring of goods and titles there to from producers to consumers. The efficiency of marketing determines the sales and profits of the small scale industries. Infact small scale industries are able to prosper with a very significant Marketing System. The Marketing Mechanism differs from one industry to another, while tiny industry and ancillary units opt for simple mechanism some others opt for full scale marketing mechanism, usually adopted by medium and large scale units. In some other cases, marketing of goods is entrusted to marketing agencies, specialized in such operations. The significance of marketing for small scale industry is the very basis of its industrial activity. Thus, marketing is the key factor for the success of small scale industries. In the present study an attempt is made to narrate about principal marketing function, aspects of a product and problem of small scale industry in marketing the products.

**Keywords:** Small scale Industry, Marketing functions, Aspects of a product, Marketing Problems.

#### Introduction:

The small scale industrial sector is a vital constituent of the total industrial sector. It is a dynamic and vibrant sector of the Indian economy. The SSI sector has been contributing significantly to national gross domestic product, besides meeting the social objectives including that of providing employment opportunities to millions of people across the country. Small scale industrial sector is playing very important role in Indian economy in terms of employment operation, the strong entrepreneurial talent, its share of production and growth. The establishment of small scale industries help for solving problems like scare capital, unemployment, regional imbalance of industrial development inequitable distribution of national income etc. Industrial units with a capital investment of not more than 5 crore are treated as small scale industries. Small scale industries can be defined on the basis of

- Size of employment.
- Investment and
- National Income

Marketing is an essential input for the success of small scale industries which produces a wide range of products numbering over 7500. Marketing management is a key to the success of small scale sector. It is a key factor in Determining the success of an industrial concern.

The small scale industries in India generally suffer from many ailments where marketing in concerned.



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**Objectives:**

The following were the objectives of the study.

- To analyze the principal marketing function.
- To discuss aspects of a product.
- To examine problems of small scale industry in marketing their products.

**Methodology:**

The present study is based on secondary data. The data were collected from Books, Journals and Website.

**The principal marketing functions:**

P. Kotler defines marketing as a “human activity directed at satisfying needs and process”. A marketing function may be defined as a major specialized activity or group of activities performed in the marketing of goods and services.

The following Chart-1 shows major functions and specialized activities involved in the marketing of the goods and services.

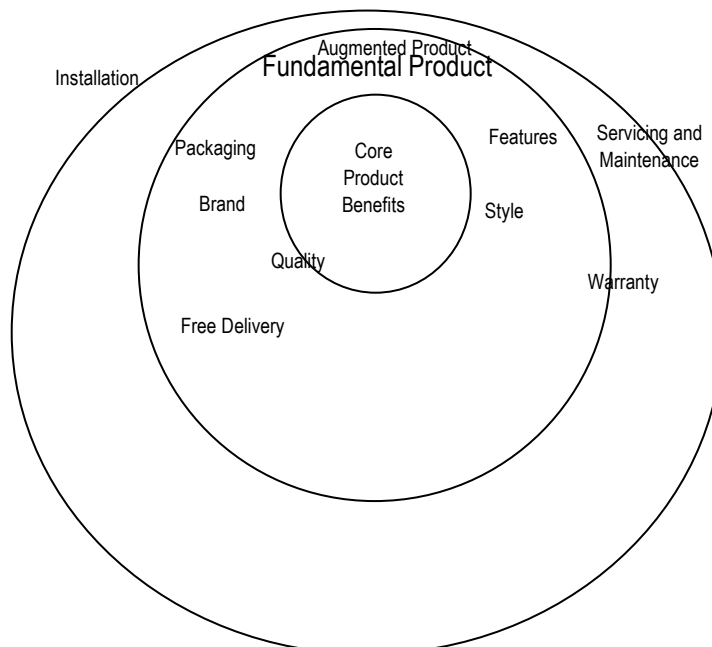
Specific Function	Activities Involved
Marketing Information and Research	Economic, Business, Trade, Industry, Consumer, User, Product, Sales and advertising research and analysis. Information handling the data processing Marketing operations research competitive intelligence.
Product Planning	Determining and developing the company’s product mix. Matching the products specifications, packaging, pricing performance and servicing to customer needs through product and service, improvement and new product development.
Sales and Distribution	Field selling / selection of distribution channels/ ware housing/ Transport / Sales Analysis / Sales Reporting / Sales Forecasting / Sales budgets and Quotas / merchandising / Sales communications.
Advertising and Promotion	Advertising to the customer or user in all media (Press, Television, Cinema, Radio, Outdoor poster etc) Consumer promotion directed at the customer or user e.g. Reduced price offers, bonded pack offers, premium competitions, couponing etc Point of purchase display material, Trade promotions e.g Incentive schemes, display competitions, Sales contests.

**Chart 1 – The Principal Marketing Function**

**Key Elements in the Marketing of Product or Service**

Marketing is nothing more nor less than the profitable matching of total company resources against market requirement and opportunities. The task of Marketing Management is to identify, assess and realize market opportunities and potentials. Marketing management is responsible for creating customers by persuading them through advertising and personal salesmanship that the company’s product or services match their indicated needs and preferences more closely than competitors offerings by developing products and services through technical and market research which appear to offer profitable sales opportunities, and at a price, time and place the customers want.

The key elements in the marketing of any product or services are shown in the flowchart – 2.





## **Chart 2 – Three Aspects of a Product.**

The marketing process starts with knowledge of the customer and his needs and ends with a customer purchase and satisfaction of those needs.

### **Problems of small Scale Industry in marketing their Products:**

The small industries in India generally suffer from many problems as Marketing is concerned. The most important are –

- Lack of Brand names and places of respectability for the goods of small scale industry.
- Identification of proper markets and consumers.
- Research and market investigations and services.
- Standardisation and quality improvement.
- Introduction of goods in foreign markets and
- Raw materials.

### **Conclusion:**

In the Indian context, the producers of intermediate and consumer goods in the small scale Industry sector have to face a number of difficulties in marketing their products in a highly volatile and competitive environment. In this context marketing management occupies an important place. It is a key for the success of the small scale industry. Apart from professionalization, SSI Sector needs a support programme for the promotion of marketing of products of small scale industries.

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## Original Article

### Changing Consumer Behaviour in the Post-Pandemic Era: Evidence from Indian Consumers

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**Abstract**

The COVID-19 pandemic caused unprecedented disruptions to economic and social life across the globe, significantly influencing consumer behaviour and consumption patterns. In India, the crisis reshaped lifestyles, priorities, and purchasing decisions across demographic and income groups. This paper examines the changing consumer behaviour in the post-pandemic era with specific reference to Indian consumers. The study focuses on key behavioural shifts such as increased digital and online consumption, heightened health and hygiene consciousness, value-based and cost-conscious buying behaviour, preference for local and trusted brands, and growing sustainability awareness. The study is descriptive in nature and is based on secondary data collected from academic journals, government publications, industry reports, consultancy surveys, and reputed business magazines. The collected data were systematically reviewed and analysed to identify emerging post-pandemic consumption trends and their long-term implications. The findings reveal that the rapid digital adoption witnessed during the pandemic has become a permanent feature of Indian consumer behaviour. Health, wellness, and safety considerations continue to influence purchasing decisions, while economic uncertainty has strengthened value-oriented buying. Furthermore, consumers increasingly prefer ethical, sustainable, and locally produced goods, reflecting a shift towards socially responsible consumption. The paper concludes that many of the behavioural changes induced by the pandemic are not temporary but structural in nature, redefining the Indian consumer market. The study offers valuable insights for businesses, marketers, and policymakers to design consumer-centric strategies, adapt to evolving expectations, and ensure sustainable growth in the post-pandemic economy.

**Keywords:** Consumer behaviour, post-pandemic consumption, Indian consumers, Digitalisation, Sustainability

**Introduction**

Consumer behaviour refers to the processes and actions through which individuals select, purchase, use, and dispose of goods and services to satisfy their needs and desires. Traditionally, Indian consumers have been characterized as price-sensitive, brand-aware, and strongly influenced by social, cultural, and family factors. However, the outbreak of the COVID-19 pandemic disrupted established consumption routines by restricting mobility, reducing disposable incomes, and creating widespread economic uncertainty. The post-pandemic era represents a transitional phase in which consumers reassess their priorities and adapt to new economic, technological, and social realities. Digitalisation, health concerns, and ethical considerations now play a central role in consumption decisions. Understanding these changes is crucial for businesses to redesign marketing strategies and for policymakers to frame consumer-centric policies. This paper attempts to analyse the nature and extent of changes in Indian consumer behaviour in the post-pandemic period and assess whether these changes are temporary or enduring.

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## Objectives of the Study

The specific objectives of the study are:

- To examine the changes in consumer behaviour in India in the post-pandemic period.
- To identify the key factors influencing emerging consumption patterns.
- To analyse shifts in consumer preferences towards digital, health-oriented, and value-based consumption.
- To study the implications of changing consumer behaviour for businesses and marketers.

## Research Methodology

The present study is descriptive in nature and is based entirely on secondary data. Relevant data have been collected from academic journals, published research articles, government reports, books, industry surveys, and reputed business magazines. The collected information has been systematically reviewed, analysed, and interpreted to draw meaningful conclusions regarding post-pandemic consumer behaviour in India.

## Review of Literature

Several studies have examined the impact of the COVID-19 pandemic on consumer behaviour. Prior research indicates that the pandemic accelerated the adoption of digital technologies and significantly increased online purchasing across product categories. Scholars have also observed a heightened demand for health, hygiene, and wellness-related products. Existing literature highlights increased price sensitivity and cost consciousness among consumers due to income uncertainty and inflationary pressures. Studies further emphasise the growing importance of ethical consumption, sustainability, and corporate social responsibility in purchase decisions. However, relatively limited research focuses specifically on the long-term behavioural changes among Indian consumers in the post-pandemic context. This study seeks to bridge that gap by synthesising available evidence and identifying enduring trends.

## Changing Consumer Behaviour in the Post-Pandemic Era

### Increased Digital and Online Consumption

One of the most significant behavioural changes among Indian consumers is the widespread adoption of digital platforms. Online shopping, digital payments, and app-based services have become integral to everyday life. Consumers across urban, semi-urban, and even rural areas have embraced e-commerce due to its convenience, accessibility, and wider product choices.

### Greater Health and Hygiene Awareness

Post-pandemic consumers exhibit a stronger focus on health, hygiene, and personal well-being. There has been a noticeable increase in demand for organic food, immunity-boosting products, fitness equipment, preventive healthcare services, and health insurance. Hygiene and safety standards have become important determinants of brand preference and purchase decisions.

### Value-Based and Cost-Conscious Buying

Economic uncertainty during and after the pandemic has made consumers more cautious in their spending behaviour. Indian consumers increasingly compare prices, seek discounts, and prioritise essential goods. The preference for value-for-money products, smaller pack sizes, and private labels has grown significantly in the post-pandemic period.

### Preference for Local and Trusted Brands

The pandemic strengthened trust in local retailers and domestic brands. Consumers demonstrated a willingness to support neighbourhood stores and Indian brands due to ease of access, reliability, and a sense of national responsibility. This preference for local and trusted brands continues to influence consumer behaviour in the post-pandemic era.

### Sustainability and Ethical Considerations

Environmental and social awareness has gained prominence among Indian consumers. Many buyers now prefer products that are environmentally friendly, ethically sourced, and socially responsible. Sustainability initiatives and transparent business practices have emerged as important factors influencing brand loyalty and long-term consumer relationships.

### Changing Lifestyle and Media Consumption

The adoption of remote working, online education, and digital entertainment has reshaped consumer lifestyles. Increased screen time and digital engagement have influenced purchasing decisions, exposure to online advertising, and patterns of brand interaction. Social media and digital platforms now play a crucial role in shaping consumer perceptions and preferences.

## Findings of the Study

- Indian consumers have become more digitally driven and technology-oriented.
- Health, hygiene, and wellness considerations play a central role in purchase decisions.
- Consumers are more price-conscious and value-oriented than before the pandemic.
- Preference for local, ethical, and sustainable brands has increased.

- Several behavioural changes initiated during the pandemic continue in the post-pandemic era.

### Summary of Major Changes in Consumer Behaviour

Dimension of Consumer Behaviour	Pre-Pandemic Trends	Post-Pandemic Trends
Mode of Purchase	Dominance of offline retail	Increased online and omnichannel purchasing
Payment Preference	Cash and card-based payments	Digital payments and UPI adoption
Health Orientation	Limited focus on preventive health	Strong emphasis on health, hygiene, and wellness
Price Sensitivity	Moderate price consciousness	High value-based and cost-conscious buying
Brand Preference	Global and established brands	Preference for local, trusted, and ethical brands
Sustainability Awareness	Low to moderate concern	High awareness of environmental and social impact
Mode of Purchase	Dominance of offline retail	Increased online and omnichannel purchasing

### Implications for Businesses and Marketers

- Businesses must strengthen their digital presence and adopt omnichannel strategies to effectively reach post-pandemic consumers.
- Companies should focus on health, hygiene, and safety attributes in product design, packaging, and promotional communication.
- Value-based pricing, discounts, and transparent pricing strategies are essential to attract cost-conscious consumers.
- Emphasis on local sourcing, ethical practices, and sustainability can enhance brand trust and customer loyalty.
- Data-driven marketing and personalised digital communication can help firms better understand and respond to changing consumer preferences.

### Limitations of the Study

- The study is based solely on secondary data, which may not fully reflect recent or region-specific consumer behaviour changes.
- The analysis relies on published reports and studies, limiting the scope for primary data validation.
- The study focuses on general consumer trends and does not examine specific demographic segments in detail.
- Rapid changes in technology and consumer preferences may affect the long-term applicability of the findings.
- The absence of quantitative analysis restricts statistical generalisation of results.

### Conclusion

The COVID-19 pandemic has brought about a lasting transformation in consumer behaviour in India. The post-pandemic consumer is cautious, informed, digitally empowered, and socially responsible. These changes present both challenges and opportunities for businesses. Organisations that adapt to evolving consumer expectations through digital innovation, value-driven offerings, and sustainable practices are more likely to achieve long-term success. Understanding post-pandemic consumer behaviour is essential for effective marketing strategy formulation and for ensuring sustainable economic growth in the evolving Indian consumer landscape.

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## Original Article

### The Future of Work: Navigating Recent Trends in HRM

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#### Abstract

Management means integrating the 6M's that is Men (People/ human resources), Machine, Material, Money, Method and Market. And this paper focuses on how a company can handle or integrate its people for organizational success. The people are the real most valuable players in an organization. Dealing with people can be super tricky, but that is where HRM steps in to make it more manageable. This article explores recent trends and practices in Human Resource Management (HRM) focusing on managing people in rapidly changing work environment. Whole company's vibe depends on how well they are taken care of their employees. This paper highlights the practices which helps the organizations to attract, retain and develop top talent.

**Key words:** Management, Organization, Recent trends.

#### Introduction:

"Human Resource is not a thing we do; it is the thing that runs our business". - Steve Wynn. In today's competitive era the success and failure of any business is depends on its ability to manage its human resources effectively Human Resource Management (HRM) is the strategic approach to managing an organization's employees to improve performance and achieve their predetermined goals and objectives. Or in simple terms Human Resource Management means implementing and applying the techniques, principles and functions of management in the field of the human resource or people. And the functions of management are planning, organizing, staffing, directing, communicating, motivating and controlling. HRM helps the organization for attracting, retaining and developing talent from pool of applicants.

#### Literature Review:

Recent trends in HRM focus on the strategic combining of digital transformation and talent management to increase organization's ability to face the competition. Currently HRM does not focus on administrative functions but adopts a more strategic roles and practices within the limitations of business objectives in this AI era. Key elements include developing great vision which can strengthen company's objectives, have change-oriented mindset and manage talents effectively. (Mit Sloan Management Review 2018).

#### Objectives

- ✓ To understand recent trends in HRM. (Like AI in recruitment, remote work policies)
- ✓ To analyze the impact of digital transformation on HR process.
- ✓ To understand employee expectations and strategies to reduce labour turnover.
- ✓ To evaluate role of HR in organizational development.

#### Human Resource Management Recent Practices

##### The growth of Artificial intelligence (AI) in Human Resources

**To win the marketplace, you must first win the workplace."**

Artificial intelligence is more than just a passing fad in human resources. It's a potent instrument revolutionizing human resource management.

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HR professionals are currently utilizing AI- driven tools for a range of tasks, from sourcing candidates to fostering employee engagement. But in what way is creating an impact?

### **AI in talent acquisition and Hiring**

The era of searching through countless resumes is over. AI tools currently assist HR professionals in swiftly pinpointing leading candidates by meticulously screening resumes. This technology not only saves time but also minimizes bias in hiring, resulting in a more diverse workforce.

### **AI in workforce engagement**

AI- driven employee engagement platforms are transforming how HR teams comprehend employee requirements. AI is creating a more responsive and tailored work atmosphere, from chatbots addressing employee inquiries to tools that forecast employee satisfaction.

### **Remote and hybrid work models: The New Standard**

**“In order to build a rewarding employee experience, you need to understand what matters most to your people.”**  
A significant recent change in human resource management has been that movement towards remote and hybrid work arrangements. The pandemic accelerated this transition, but it is evident that remote work is permanent.

### **Adaptability and efficiency**

Telecommuting is centered around adaptability. Workers appreciate the option to telecommute, and research indicates that it can enhance efficiency. However, overseeing remote teams necessitates a different skill set. HR teams are allocating resources to collaboration platforms, such as slack and zoom, to ensure communication and team unity.

### **Balance between work and life**

While working from home, employees frequently experience a merging of personal and professional boundaries. HR practitioners are increasingly prioritizing mental health and work-life balance to prevent employee burnout. This trend indicates a transition from merely concentrating on outcomes to considering employee emotions.

### **Employee welfare: Focusing on mental and physical wellness**

**“Employees engage with employers and brands when they are treated as humans.”**

Mental and physical health have become key elements of HR strategies. This effects of stress, burnout and the ongoing balancing of work and personal life have placed employee wellness at the forefront of HR concerns.

### **Programs for mental well-being**

Businesses are increasingly recognizing that mental health holds equal significance to physical health. HR is introducing initiatives to assist employee’s incooping with stress, anxiety and burnout. Providing counselling services, organizing stress-relief workshops or fostering a supportive work environment, well- being initiatives are becoming more crucial.

### **Physical well-being: More than just exercise**

Aside from mental health, workers also seek wellness initiatives that assist them in maintaining physical fitness. Organizations provide gym membership, online fitness challenges and other facilities to help employees maintain their health during work.

### **Enhancing skills and retraining: Ready for tomorrow**

The employment landscape is changing quickly and workers must remain ahead of the trend. HR departments are placing more emphasis on upskilling and reskilling programs to guarantee that their workforce remains equipped for the future.

### **Ongoing education**

**“You cannot mandate productivity; you must provide the tools to let people become their best.”**

As automation and AI advance, conventional jobs are swiftly transforming. To stay competitive, HR needs to prioritize reskilling workers with new, essential skills. Regardless of whether it is digital marketing, programming or data analytics, HR teams are providing training initiatives that ensure employees remain pertinent in the continuously changing environment.

### **Professional Growth Trajectories**

Workers now desire more than just a salary; they are pursuing development and career progression. HR departments are offering distinct career development pathways, assisting employees in seeing their advancement within the organization.

### **Diversity, equity and inclusion (DEI): Fostering an embracing environment.**

In recent times, companies have dedicated themselves to creating diverse, equitable and inclusive work environments. This movement is not solely focused on fulfilling quotas but on truly cultivating an atmosphere where each employee feels appreciated and listened to.

### **Inclusive Hiring**

Recruitment diversity is increasingly becoming a focus. HR is concentrating on removing biases from recruitment by utilizing tools that evaluate candidates exclusively on their skills and qualifications not on demographic factors.

### **Fostering an inclusive atmosphere**

Diversity goes beyond just recruitment. HR departments are currently introducing training initiatives centered on cultural awareness, implicit bias and inclusive leadership to foster a workplace that honors all diversities.



## **Employee experience: Crafting the path**

Historically, HR concentrated mainly on recruitment and termination. Today, however the emphasis has turned to the employee experience- the complete journey an employee undergoes within a company.

## **Tailored employee experience**

HR aims to develop tailored experiences for every employee from initiation to progression; the aim is to design a customized experience that boosts employee's contentment. Through data analytics, HR can grasp unique employee requirement and provide customized learning opportunities and career advancement options.

## **Staff input**

Employee feedback is more important now than ever before, HR is utilizing surveys and feedback mechanisms to gauge employee's sentiment and modify policies as needed.

## **Employee experience: Shaping the journey**

**“Train people well enough so they can leave, treat them well enough so they do not want to.”**

Historically, HR focused primarily on hiring and firing. Currently the focus has shifted to the employee experience – the entire journey an employee takes within an organization.

## **Customized employee experience**

HR seeks to create personalized experiences for each employee. From start to finish, the goal is to create a tailored experience that enhance employee satisfaction. By utilizing data analytics, HR can understand individual employee needs and offer tailored learning experiences and career growth opportunities.

## **Employee contribution**

The importance of employee feedback is greater now than it has been. HR is employing surveys and feedback tools to assess employee feelings and adjust policies accordingly.

## **Findings and Suggestions**

This paper highlights the following challenges as a finding.

### **➤ Challenges faced by HRM**

1. Attraction and retention of employees
2. Accepting change
3. Nonstop learning process
4. Controlling the turnover ratio
5. Globalization
6. Understanding Generation Z
7. Growing technology

### **Suggestions**

In order to avoid the above challenges, the organization must follow the following suggestions.

- The most significant competitive advantage in 2026 will not be technology or capital but the ability to attract, develop and retain human talents.
- Mastering these recent practices are the key to unlock this advantage.
- By adopting these trends, we can secure our organization's most vital assets: its people.
- Flexibility is the new currency in the war for talent. Therefore, promote flexibility in working style.
- Ensure fair pay structure based on performance rather than just tenure.
- Try to build sense of belongingness.
- Try to build a culture where values are lived, not just spoken.
- Try to hire character and train skill

### **➤ What makes us to follow these new practices?**

1. Organizational Size and Structure.
2. Employee Needs and Expectations
3. Industry and Goals
4. Availability of Resource
5. Technological Advancement

## **Conclusion:**

**“Great Vision without great people is irrelevant.”**

Because vision alone cannot bring change in work. It is the people who give birth to ideas, convert plans into action, and modify dreams into reality. No matter how powerful a vision may be, it remains meaningless unless supported by capable, motivated, dedicated, disciplined and committed individuals who work together to achieve your pre-decided goals. The right success is achieved when a strong vision is equivalent with strong people who believe in it and willing to work for it. These emerging trends in HRM are not just about adapting to today's challenges but are creating the stage for long-term success. Ultimately, the future of HRM is so exciting and dynamic with endless opportunities for growth and innovation.

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## Original Article

### AI Adoption and Corporate Governance: Challenges, Opportunities, and Best Practices

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**Abstract**

The rapid advancement of artificial intelligence (AI) has transformed the corporate landscape, creating opportunities for innovation while simultaneously introducing unprecedented risks. As AI systems become integral to decision-making processes, corporate boards and governance frameworks must evolve to ensure ethical, legal, and strategic oversight. This paper examines the intersection of technological governance and AI from a corporate governance perspective, emphasizing the roles, responsibilities, and accountability mechanisms required for effective AI management. The study highlights that AI governance is not merely a technical issue but a strategic imperative that impacts risk management, compliance, stakeholder trust, and long-term organizational sustainability. By reviewing current corporate governance models and emerging AI regulatory frameworks, the paper identifies critical gaps in board expertise, policy formulation, and monitoring mechanisms. Furthermore, it proposes a conceptual model that integrates AI risk assessment, ethical guidelines, transparency, and stakeholder engagement into corporate governance practices. Methodologically, this research employs a qualitative approach, including literature review, case analysis of leading corporations implementing AI governance frameworks, and expert interviews with board members and technology officers. Findings suggest that successful AI governance requires a multi-dimensional approach combining board-level strategic oversight, robust internal control systems, and continuous ethical evaluation of AI applications. The study concludes by providing actionable recommendations for boards to enhance technological governance, including training for directors, creation of specialized AI committees, and alignment with emerging regulatory standards. By bridging the gap between corporate governance and AI oversight, this paper contributes to the evolving discourse on responsible and sustainable technological adoption in corporate settings.

**Keywords:** Artificial Intelligence (AI), AI Governance, Corporate Governance, Risk Management and Ethical AI.

**Introduction**

The integration of artificial intelligence (AI) into corporate operations is reshaping the traditional paradigms of business management and corporate governance. AI technologies—ranging from predictive analytics and automated decision-making tools to advanced machine learning and natural language processing systems—are increasingly influencing strategic decisions, operational efficiency, and risk management within organizations. While these technologies offer unprecedented opportunities for innovation and competitive advantage, they also introduce complex challenges related to accountability, ethical oversight, and regulatory compliance. Corporate governance, the system by which companies are directed and controlled, has historically focused on ensuring transparency, accountability, and the protection of stakeholder interests. However, the rise of AI presents new governance imperatives. can effectively integrate AI oversight into existing governance frameworks.

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It addresses the major challenges associated with implementing AI in corporate governance, as well as the opportunities that AI presents for enhancing governance practices. Unlike conventional management tools, AI systems can operate autonomously, process vast quantities of data, and generate insights beyond human comprehension, creating potential gaps in oversight and ethical accountability. These developments raise critical questions: Who is responsible when AI-driven decisions lead to adverse outcomes? How can boards ensure ethical, transparent, and compliant use of AI? And what mechanisms are necessary to integrate AI oversight into traditional governance structures? Recent corporate scandals, increasing regulatory scrutiny, and the growing public concern over AI ethics underscore the urgency of addressing these questions. Effective AI governance extends beyond technical implementation to encompass strategic, ethical, and legal dimensions, requiring board members and executives to adopt a forward-looking approach that balances innovation with risk mitigation. In this context, corporate governance must evolve to include AI-specific expertise, policies, and monitoring mechanisms, ensuring that technological adoption aligns with long-term organizational sustainability and stakeholder trust. This paper examines the intersection of artificial intelligence (AI) and corporate governance, exploring how boards

## Objectives of the Study

The specific objectives of this paper are:

- **To examine how corporate governance principles adapt to AI integration, emphasizing accountability, transparency, and ethics.**
- **To identify the challenges and opportunities AI presents for boards in risk management, decision-making, and stakeholder trust.**
- **To propose a comprehensive governance model aligned with global standards for responsible and strategic AI adoption.**

## Research Methodology

This study adopts a qualitative, exploratory approach to examine corporate governance in AI adoption. The research focuses on board-level oversight, ethical considerations, and regulatory compliance rather than technical implementation. Data were collected from secondary sources, including peer-reviewed literature, international AI standards (OECD AI Principles, ISO/IEC 42001, EU AI Act), and corporate governance reports from organizations such as Microsoft, Google, and IBM. A case-based analysis of selected multinational corporations was conducted to illustrate practical AI governance mechanisms. Thematic content analysis was used to identify patterns in accountability, transparency, ethical oversight, and risk management.

Based on these insights, a conceptual AI governance framework was developed to guide boards in responsible AI adoption. Limitations include reliance on secondary data and evolving AI regulations.

## 1. Corporate Governance and AI: Theoretical Framework

### Definitions and Principles of Corporate Governance

Corporate governance refers to the system of rules, practices, and processes by which a company is directed and controlled. Its main goal is to ensure accountability, fairness, transparency, and protection of stakeholder interests. In a traditional sense, corporate governance involves board oversight, risk management, and compliance with laws and regulations. With AI integration, governance principles extend beyond financial and operational oversight to include technological risks, ethical considerations, and strategic decision-making regarding AI adoption. This requires that boards understand the implications of AI for decision-making, risk, and societal impact, and ensure that organizational policies are designed to manage these areas responsibly.

### 2. Emerging AI Governance Concepts: Accountability, Transparency, and Ethics

AI governance focuses on ensuring that AI systems are reliable, safe, and aligned with organizational and societal values. Three key principles are central to this:

- **Accountability:** Boards and management must take responsibility for AI decisions, including the outcomes of automated processes. This ensures that errors, biases, or unethical outcomes are addressed appropriately.
- **Transparency:** AI systems should operate in a way that stakeholders can understand, with clear reporting on how algorithms make decisions. Transparency helps build trust and supports compliance with regulations.
- **Ethics:** AI governance must consider fairness, privacy, and social impact. Ethical AI ensures that automated decisions do not discriminate, respect data protection norms, and align with societal values.

### 3. Challenges and Opportunities in AI Governance

#### Challenges in AI Governance

- **Ethical Dilemmas (Bias, Fairness, Privacy)**

AI systems can unintentionally perpetuate biases embedded in historical data, leading to unfair outcomes in hiring, lending, promotions, and customer interactions. Privacy concerns arise when AI relies on sensitive personal or corporate data, potentially violating data protection regulations.



- **Regulatory Compliance and Legal Liability**  
AI regulations are evolving rapidly, with frameworks like the **EU AI Act** and **GDPR** setting strict requirements. Non-compliance can result in legal penalties, regulatory scrutiny, and reputational damage. Companies must continuously monitor regulatory changes and adapt policies accordingly.
  - **Lack of Board Expertise in AI Technologies**  
Many boards lack the technical knowledge to understand AI algorithms, data analytics, or emerging technologies. This can lead to ineffective oversight, flawed strategic decisions, and increased operational risk. Boards may require AI training or advisory panels to bridge this knowledge gap.
  - **Operational and Systemic Risks**  
AI systems can fail due to coding errors, data inaccuracies, or unforeseen interactions with other systems. Such failures can disrupt operations, cause financial losses, or affect supply chains. Boards must ensure robust testing, validation, and contingency planning.
  - **Transparency and Explainability Issues**  
Complex AI models, especially deep learning systems, are often “black boxes,” making it difficult to explain how decisions are made. Lack of transparency can undermine stakeholder trust and complicate regulatory compliance.
  - **Cybersecurity Risks**  
AI systems can become targets for cyberattacks or data manipulation. Unauthorized access to AI systems can compromise decision-making, data privacy, and corporate reputation. Boards must include cybersecurity as part of AI governance.
  - **Cultural and Organizational Resistance**  
Implementing AI governance may face resistance from employees, managers, or even boards themselves due to fear of disruption, accountability, or change in decision-making processes. Overcoming this requires clear communication and change management strategies.
  - **Long-Term Ethical and Societal Risks**  
Boards must consider potential societal impacts of AI, such as automation displacing jobs, algorithmic decision-making affecting social equity, and public backlash over perceived unethical AI practices.
- ## 6.2 Opportunities in AI Governance
- While AI presents challenges, it also offers significant opportunities for corporate boards:
- **Enhanced Decision-Making**  
AI can provide predictive insights, real-time data analysis, and trend forecasting, enabling boards to make more informed strategic decisions.
  - **Improved Risk Management**  
AI can detect anomalies, monitor compliance, and identify emerging risks faster than traditional systems, supporting proactive risk management.
  - **Operational Efficiency**  
Automation of repetitive tasks, process optimization, and improved resource allocation can increase productivity and reduce costs.
  - **Innovation and Competitive Advantage**  
Companies that govern AI effectively can leverage it for product innovation, customer personalization, and new business models, gaining an edge in the market.
  - **Strengthened Stakeholder Trust**  
Transparent and ethical AI governance demonstrates responsibility, which can enhance investor confidence, customer loyalty, and employee engagement.
  - **Regulatory Alignment and Early Compliance**  
Adopting AI governance early allows organizations to stay ahead of regulations, reducing legal risks and positioning themselves as leaders in responsible AI adoption.
  - **Strategic Insight for Long-Term Planning**  
AI tools can support scenario modeling, financial forecasting, and sustainability planning, enabling boards to align technology adoption with long-term organizational goals.
  - **Ethical Leadership and Corporate Reputation**  
Boards that proactively address AI ethics and transparency can position their organizations as responsible leaders in technology, enhancing brand value and societal impact.
- ## 4. Best Practices and Global Standards
- Effective AI governance requires organizations to adopt structured practices and align with global standards. These help ensure ethical, transparent, and accountable AI use.
- **Studies of Companies Implementing AI Governance Frameworks**  
Leading organizations around the world have developed AI governance mechanisms that integrate board oversight, ethical guidelines, and risk management:



- **Microsoft:** Implements an AI ethics committee that reviews AI projects, ensuring fairness, accountability, and compliance with regulatory standards. The board monitors AI initiatives and approves strategic policies for responsible AI use.
- **Google:** Uses an internal AI principles framework to guide research and product deployment. Ethical review boards assess potential risks, biases, and societal impacts before AI tools are launched.
- **IBM:** Integrates AI governance into corporate strategy with a focus on transparency, explainability, and regulatory compliance. Regular audits of AI systems ensure adherence to internal and external standards.  
These examples show that effective AI governance combines board oversight, ethical review processes, and operational controls, ensuring AI supports corporate strategy without introducing undue risk.
- **Guidelines from OECD, ISO, and Local Regulatory Authorities**  
Several international and national standards provide guidance on responsible AI adoption:
- **OECD Principles on AI:** Emphasize human-centric AI, transparency, accountability, and robustness. They recommend that organizations implement governance structures ensuring AI aligns with societal values.
- **ISO/IEC 42001:** A standard for AI management systems that outlines requirements for organizational governance, risk assessment, and continuous monitoring of AI applications.
- **Local regulations:** Countries are introducing AI-specific laws (e.g., EU AI Act, Singapore's Model AI Governance Framework) requiring transparency, risk mitigation, and accountability reporting.

## 5. Proposed Corporate Governance Model for AI

A comprehensive AI governance model ensures that AI adoption is ethical, transparent, accountable, and strategically aligned. Below is a structured framework suitable for corporate boards:

- **Board-Level Oversight**  
The board of directors is ultimately responsible for AI governance. They approve AI strategies, policies, and ethical guidelines to make sure AI projects align with the company's goals and stakeholder expectations. Boards also receive regular reports about AI risks, compliance issues, and performance so they can make informed decisions and maintain accountability.
- **Specialized AI Committees or Advisory Panels**  
Companies can form AI committees or advisory panels made up of AI experts, ethicists, legal advisors, and managers. These groups review AI projects to identify ethical, legal, and operational risks and provide recommendations to the board. They also monitor ongoing AI initiatives and emerging risks to ensure continuous oversight.
- **AI Risk Assessment and Mitigation**  
Before deploying AI, companies should identify potential operational, ethical, legal, and reputational risks. Risk assessment includes evaluating how AI decisions might affect stakeholders and the organization. Mitigation strategies can involve algorithm audits, checking data quality, scenario testing, and integrating AI risks into existing corporate risk management processes.
- **Continuous Monitoring and Reporting**  
AI systems should be monitored regularly for performance, compliance, and unintended outcomes. Organizations need clear reporting mechanisms and audit trails to track AI decisions. Policies should be updated based on monitoring results or changes in regulations. This ensures accountability at both board and management levels.
- **Stakeholder Engagement**  
Companies must communicate AI governance policies to employees, customers, investors, and regulators. Feedback from stakeholders should be considered in AI strategy and decision-making. Transparent communication builds trust and demonstrates that AI is being used responsibly and ethically.
- **Training and Capacity Building**  
Boards, executives, and employees should receive training to understand AI, its risks, and ethical considerations. This increases AI literacy and helps the organization adopt AI responsibly. It also promotes a culture of innovation while ensuring AI systems are used safely and ethically.
- **Alignment with Global Standards**  
Companies should follow global AI guidelines, such as the OECD AI Principles, ISO/IEC 42001, and local regulations. Aligning with these standards ensures ethical and legal compliance and allows organizations to benchmark their practices against industry leaders, maintaining competitive advantage.

## Conclusion

Corporate governance in the era of AI requires organizations to extend traditional oversight beyond financial and operational management to include ethical, legal, and societal considerations. Effective AI governance ensures accountability, transparency, and fairness in automated decision-making while mitigating risks such as bias, regulatory non-compliance, and cybersecurity threats. At the same time, it creates opportunities for improved decision-making, operational efficiency, innovation, and strengthened stakeholder trust. By adopting a structured governance model that



includes board oversight, specialized committees, risk assessment, continuous monitoring, stakeholder engagement, and alignment with global standards, companies can responsibly harness AI's potential, safeguard stakeholder interests, and position themselves as ethical and strategic leaders in technology.

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## Original Article

### Emerging trends in business analytics

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**Abstract**

*In the contemporary business era, business analytics has considered as a strategic tool for organizations to gain competitive advantage by taking data driven decisions and increase operational efficiency. The rapid growth of data volumes, advances in computation, big data analysis, risk assessment, return computation and the integration of artificial intelligence (AI) and machine intelligence (MI) are significantly transformed traditional analytical techniques. This research paper evaluates the emerging trends in business analytics and their implications for modern organizations. The study highlights use of advanced tools of descriptive and diagnostic analytics towards predictive and prescriptive analytics that is reshaping business process and strategic decision making. The integration of artificial intelligence and machine learning enables organizations to analyze complex data sets, identify hidden patterns and identify future outcomes with high accuracy. The goal of business analytics is to turn data into actionable insights that can inform about strategies and data driven improvements. This is achieved through a combination of descriptive, diagnostic, predictive and prescriptive analytics, which provides different levels of insight and support different types of decision making in different level of activities of an organization. This study includes various emerging trends like artificial intelligence, business intelligence, competitive analytics, web analytics, E-Commerce, M-Commerce etc. and their implications in various level of business activities.*

**Key words:** Business, Analytics, Data, Insights

**Introduction**

Business analytics has been existence since very long time and it has evolved with availability of new and better technologies. It has its roots in operational research, which was used during World War II. Analytics have been used in business since the management exercises were put into place by Fredrick Winslow Taylor in late 19<sup>th</sup> century. Business analytics is a broad field which includes collection of data, data mining, and data analysis, preparation of insights by using various statistical, algorithms and mathematical tools and techniques. This action conducts to identify trends, measures actions, optimize process, risk and return assessment in various level of activities of organization. Business analytics tools and techniques includes data warehousing, data mining, data analysis, artificial intelligence, machine learning, visualization tools etc. It includes analyzing customer behavior, conduct market research, management of inventory, financial forecasting, operations optimization, supply chain optimization, human resource management, process improvement and other activities of an organization. It is a methodology to make sound and strong commercial decisions. Hence it impacts functioning of whole organization and helps in improve profitability, increase market share, better reward to investors, customer satisfaction and sustainable growth of an organization. Also it benefits to access accurate information, improve efficiency, reduce future challenges, reduction in cost, improve decisions, and share information with the large stakeholders. Now a day's dynamic business environment required use of science and technology to transforming data into insights for making better decisions.

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## Meaning

Business analytics (BA) is a set of tools and technologies used for solving business problems

Using statistical models, mathematical functions and other quantitative methods. It involves data collection, data mining, data analysis, data visualization and preparation of insights for data driven decision-making.

## Objectives

- 1) To analyze emerging trends in business analytics.
- 2) To evaluate the role of business analytics tools and techniques.

## Research design

The study is qualitative in the nature, primarily based on secondary data sources. Relevant data have been collected from published research articles, academic journals, books and reputable online sources related to business analytics and their role in business organizations. This approach helps in identifying current trends, technological advancements and best practices in the field.

## Emerging trends in business analytics

### 1) Artificial intelligence (AI)

It refers to the ability of computer or machines to think, act and perform tasks like human beings. Such as problem solving, critical thinking, learning-teaching, computing, interacting and decision-making. AI has key driver it enable analyses large Volume of structured and unstructured data with speed and accuracy and helps in efficient and effective operating activities based on outcomes generated.

#### Role of AI

##### a) Customer relationship management

AI integrates customer data from various sources such as customer login information, purchase history, website visit, social media interaction and feedback by customer.

b) Based on available date AI segments customers based on geography, age, gender, income, behavior, preferences and purchasing patterns. This helps to share customized marketing and personalization services to customer.

c) AI recommendations and suggestions assist the individual customer to buy tailored products and services and it leads to increase in sales and retain customers. AI powered chatbots provide 24/7 customer support, handle issues, provide suggestions, it saves time and reduces cost of an organization.

d) AI uses natural language to analyze customer reviews, emails, and social media comments to understand customer sentiment and improve service quality.

e) In finance AI is used to assess risk and return, fraud detection, credit scoring and forecast trading.

f) AI with predictive analytics plays vital role in human resource management, it support recruitment planning, talent management, employees engagement and evaluation of performance.

g) In production and operation field AI helps to quality control, demand forecast, inventory control, logistics management. Faster innovation and prediction helps to organization gain competitive advantage in market.

### 2) Machine intelligence (MI)

Machine learning is a field of artificial intelligence that involves developing algorithms and models that enable computers to learn from data without being explicitly programmed. Machine learning is used in a wide range of applications, from image and speech recognition to fraud detection, error identification and recommendation systems. There are three main types of machine learning those are supervised learning, unsupervised learning and reinforcement learning. In supervised learning, the machine is trained using labeled data, while in unsupervised learning, the machine is trained using unlabeled data. Reinforcement learning involves training a machine to learn through trial and error. Machine learning algorithms are typically designed to improve over time as they are exposed to more data and they are used in a variety of industries and fields to automate decision-making and solve complex problems. Machine learning provides diverse set of skills and information including programming, data mining, data handling, analytical and problem-solving skills and communication skills. AI progress BI through improved information generation, analytics, automation and predictive analytics. Organizations can adopt AI tools to automate their finance decisions, marketing strategies, improve the quality of service they provide users, and reduce the workforce needed on the software coding side.

#### Role of MI

a) In marketing, MI helps conduct market research, understand customer needs, forecast customer behavior, share personalized messages, increase sales and enhance customer satisfaction.

b) In companies with the help of MI, analyze big and advanced data quickly and accurately. It is used to detect fraud, errors, fore risk, revenue recognition and prepare budgets.

c) Machine intelligence supports HR activities such as workforce planning, resume screening, employee performance evaluation and training needs identification. It helps organizations select the right employees at right time to the right place and improve productivity.



d) Machine intelligence helps sales teams identify market trend, potential customers, predict sales trends and decide pricing strategies based on various factors. It improves operational activities, sales performance and revenue generation.

e) Machine intelligence supports top management in strategic planning by analyzing market trends, competitor actions, and customer behavior and business risks. It helps organizations to make short-term and long-term informed decisions.

### 3) Competitive Intelligence (CI)

Competitive Intelligence (CI) refers to the systematic collection and analysis of information about competitors, markets, industry trends and overall business environment to support better business decisions. Competitive intelligence is the process of collecting and analyzing information about competitors and markets to support strategic decision-making and gain competitive advantage. It helps organizations understand their competitive environment and plan strategies to gain an advantage over rivals. Competitive intelligence uses legal and ethical methods to gather data from public sources such as company reports, websites, market studies, customer reviews and news.

#### Role of Competitive Intelligence

a) Competitive intelligence helps businesses to study competitor behavior, anticipate market changes, competitor products, pricing policies, marketing strategies, strengths and weaknesses.

b) It supports top level management in formulating strategies by identifying market opportunities, track competitor actions real time, threats and emerging trends.

c) Competitive intelligence helps analyze market size, growth patterns, customer preferences, and industry developments.

d) By monitoring competitors' behavior, products innovations, pricing policies, and promotion strategies businesses can improve existing products and develop new products and offerings.

e) CI helps firms set competitive prices and position their products effectively in the market to attract new customers and retain existing customers.

f) Competitive intelligence helps organizations forecast market fluctuations, anticipate competitive threats and reduce risks.

g) Companies can compare their actual performance with standard performance, assess causes for variation and take measurable actions to reach the goal.

### 4) Cloud-based data analytics

Cloud-based data analytics is the process of collecting, storing, processing and analyzing data from multiple sources located in the cloud. Cloud-based data integration tools typically offer a range of features such as data transformation, data quality, and data synchronization to enable the integration of data from various sources. It is cost effective in the nature because organizations can pay only for resources utilized. It is easy to access at time and any where without facing more difficulties, enable faster analysis and prepare instant insights. Easily collect data from various sources efficiently and computing resources can be increased or decreased based on business needs.

#### Role

a) Cloud-based data analytics plays a vital role in helping organizations analyze data from various sources efficiently, reduce costs and improve decision-making. By using cloud platforms, businesses can access powerful analytical tools and techniques without investing more in physical infrastructure.

b) Cloud analytics provides real-time insights from large data sources. Managers can quickly understand market trends, customer behavior, competitor behavior and operational performance, leading to take faster and more accurate decisions.

c) By integrating customer data from various channels, cloud analytics helps businesses understand customer behavior, preferences, website visits, buying patterns, reviews and feedback. This supports to conduct personalized marketing activities and improved customer satisfaction and customer relationship management.

d) Cloud platform offers data backup, disaster recovery and security standards. This ensures business continuity and helps organizations manage operational, marketing and financial risks. It also allows organizations to experiment with new tools, technologies and business models quickly. It accelerates digital transformation and supports continuous innovation.

### 5) Predictive Analytics

Today's competitive and dynamic business environment requires strategic decisions and this is where predictive analytics shines. Predictive analytics is an advanced type of analytics that uses past data, statistical algorithms, and machine-learning tools to predict future events and trends. At the core of predictive analytics depends on data mining, data modeling, Using historical data, patterns are recognized and mathematical models are framed. These models, combined with present data and machine learning algorithms, provide predictions about future outcomes. In the context of marketing, Predictive Analytics can be considered as a game-changer. It can forecast market trends, customer behavior and promotion performance. These predictions can help marketers strengthen their strategies, allocate physical



and financial resources efficiently and efficiently. However, the power of predictive analytics relies on the quality of data and the accuracy of the models. Poor data quality or inaccurate models can lead to false outcomes.

## Role

- a) Predictive analytics is an effective tool that helps businesses use historical and current data to predict future outcomes. Instead of only analyzing what has already happened, predictive analytics allows organizations to forecast trends, risks, return and opportunities. This future-oriented approach improves planning, coordination, efficiency and competitiveness.
- b) Organizations use predictive analytics to forecast future trends, sales, customer behavior, and determine the best pricing strategies. Sales teams can focus on best promotion strategies based on customers who are most likely to purchase products.
- c) By predicting customer responses to the various forms of promotional conducted by organizations. It helps organizations to design effective marketing campaigns. This reduces marketing costs, increases conversion rates and increases sales turnover.
- d) In HR, predictive analytics helps forecast employee turnover, assess future skill requirements, and evaluate employee performance. This supports better recruitment, training, and retention planning.

## 6) Mobile BI

Now a days fast-paced of mobile technology that is use of smart phones, tablets and other wireless devices with internet has transformed the way of access business services. In digital environment organizations needs to provide customized services as per expectations of customer. In this situation mobile business intelligence is a recent trend in business analytics to meet the expectation of customer for real-time and efficient insights. Mobile BI refers to use of mobile devices to access business intelligence tools, data, reports and key performance indicators (KPI), enable decision maker (user) to stay informed and make decisions at anytime and anywhere.

### Role of Mobile BI

- a) Mobile BI provides real-time information, insights and dashboards to the manager to take immediate decisions. Eg. When sales drop, sales manager check product wise sales and frame promotion strategies.
- b) Mobile BI enables to check customer profile, purchase history, buying patterns, reviews and services related issues. This helps organization respond faster way to customer problems and increase customer satisfaction.
- c) It reduces relies on desktop system and paper work, saves time and cost. Manager or employees can access information while travelling or working in anywhere.
- d) Organization can track market demand, sales, customer, finance, investing, inventory, trading, purchases, production related information through the mobile technology it leads to complete control over all activities by all the level of management.
- e) By providing quick insights Mobile BI enables organizations to respond rapidly to market changes, risks, return and opportunities. Example: An E-commerce company uses Mobile BI to monitor real-time website traffic and order volumes and sales enabling immediate action during peak sales periods.
- f) Mobile BI provides regular use of data in daily decision-making, fostering a culture of analytics-driven management. Employees across departments regularly use mobile to track KPIs, encouraging data-based decisions at all levels.

## Conclusion

Business analytics is a crucial tool for organizations looking to make data-driven decisions, maximize performances and stay highly competitive in business environment. Business analytics tools and technologies such as artificial intelligence, machine intelligence, competitive intelligence, mobile intelligence, web analytics, predictive and prescriptive analytics enable organizations to transform from descriptive insights to proactive decision-making. Cloud-based analytics and mobile BI improve accuracy, accessibility, scalability, and real-time reporting, while big data analytics helps organizations analyze large and multifaceted datasets. Overall, these trends make business analytics more dynamic, data-driven, and strategic, helping organizations improve performance, manage risks, optimum return and sustain long-term growth in an increasingly digital economy. While it requires a collaboration of technical expertise and communication skills, it brings organizations to make it a valuable investment.

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## Original Article

### Corporate Governance in Digital Era

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#### Abstract:

The increasing rate of digital transformation of organizational settings has changed the core assumptions of corporate governance, especially those related to transparency, control, and accountability. The conventional system of governance has structural and conceptual constraints that can be used to guarantee responsible behaviors and to handle the arising risks with the integration of digital infrastructures, AI-based decision systems, and data-intensive processes into the corporate processes. In the modern business landscape, a major transformation of corporate governance has resulted from the rapid progress of digital technology. This article explores the complex relationship between corporate governance and digital change. In addition to completely changing how business operates, technologies like block chain, big data, and artificial intelligence are changing the fundamentals of corporate governance structures and ideals. The study examines how digital transformation in corporate governance improves accountability, transparency, and decision-making. In addition to discussing how advanced data analysis and artificial intelligence enable informed decision-making by recognizing patterns and weaknesses, it stresses the importance of digital technologies in allowing real-time data reporting. The digital era has significantly transformed the way organizations operate, compelling corporate governance frameworks to evolve in response to rapid technological advancements. This paper examines the role of corporate governance in ensuring transparency, accountability, and ethical decision-making in a digitalized business environment. The study highlights the growing importance of cyber security governance, data privacy, and digital risk oversight as critical components of modern governance structures. The paper concludes that effective corporate governance in the digital era fosters sustainable value creation, enhances organizational resilience, and strengthens stakeholders' trust, emphasizing the need for digitally competent boards and adaptive governance mechanisms.

**Key Words:** Business, corporate governance, Ethics.

#### Introduction:

Corporate Governance (CG) has always been about principles, trust, and relationships that ensure organizations act responsibly towards all stakeholders. Traditionally, that meant protecting shareholders' interests, overseeing executives, and ensuring compliance. Now, as businesses evolve into digital ecosystems powered by artificial intelligence, data, and automation, governance faces a new frontier. Algorithms now predict consumer behavior, make hiring decisions, and trade billions in assets, often with minimal human oversight. In this environment, governance can no longer be confined to board meetings or financial controls. It must extend to algorithmic ethics, digital accountability, and technological transparency. The governance frameworks must evolve for the AI era ensuring that technology serves humanity. The digital transformation of business has created both risks and opportunities. Traditional governance models designed for tangible assets and linear hierarchies struggle to manage intangible, autonomous decision systems and data-driven value chains. As corporate value shifts from factories to algorithms, boards must govern new domains such as privacy and data ethics, cyber security resilience, Artificial Intelligence accountability and transparency, and digital culture.

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It involves aligning digital transformation with corporate objectives, ensuring data security, cyber risk management, digital ethics, regulatory compliance, and effective oversight of technology-driven decisions by the board and management. Corporate governance in the digital era is the way companies ensure ethical, transparent, and accountable management while using digital technologies like Artificial Intelligence, big data, cloud computing, and digital platforms. It involves aligning digital transformation with corporate objectives, ensuring data security, cyber risk management, digital ethics, regulatory compliance, and effective oversight of technology-driven decisions by the board and management.

## Meaning:

1. Corporate governance is the framework that ensures a company is managed in a fair, accountable, and transparent manner. It defines how the board of directors, management, shareholders, and other stakeholders interact to ensure that the company is run responsibly, transparently, and ethically, and in the best interests of all stakeholders.
2. Corporate governance in the digital era is the way companies ensure ethical, transparent, and accountable management while using digital technologies like Artificial Intelligence, big data, cloud computing, and digital platforms.

## Definition:

1. Corporate governance refers to the set of mechanisms through which companies are controlled and directed to balance the interests of shareholders, management, customers, suppliers, financiers, government, and the community.
2. Corporate governance in the digital era refers to the framework of rules, policies, and practices through which organizations are directed and controlled while managing digital technologies, data, and digital risks.

## Research Design:

The study adopts a descriptive and analytical research design, as it aims to describe existing corporate governance practices in the digital era and analyze their implications on organizational performance and accountability.

## Objectives of the study:

1. To examine the concept of corporate governance in the context of digital transformation.
2. To evaluate regulatory and compliance challenges in the digital era.

## Opportunities of Corporate Governance in the Digital Era:

The digital era presents several opportunities that strengthen corporate governance by improving efficiency, transparency, accountability, and stakeholder engagement.

### 1. Enhanced Transparency

The digital era has transformed how organizations operate, communicate, and are held accountable. One of its most significant impacts is the rise of enhanced transparency, which has emerged not merely as a compliance requirement but as a strategic opportunity for strengthening corporate governance. Digital technologies now enable firms to disclose information more accurately, promptly, and comprehensively, reshaping relationships with stakeholders and improving governance quality. Digital reporting systems, real-time disclosures, and integrated reporting platforms improve transparency and reduce information asymmetry.

### 2. Improved Board Effectiveness

The digital era has fundamentally reshaped the business environment, increasing complexity, speed, and uncertainty. In this context, improved board effectiveness has emerged as a key opportunity for strengthening corporate governance. Digital technologies empower boards to perform their roles more strategically, responsibly, and efficiently, enhancing oversight and long-term value creation. Digital dashboards, data analytics, and virtual meetings enable boards to make faster, data-driven, and well-informed decisions.

### 3. Stronger Risk Management

The digital era has significantly increased the complexity and speed of business operations, exposing organizations to new and evolving risks such as cyber security threats, data breaches, regulatory changes, and technological disruption. In this environment, stronger risk management has become a major opportunity for enhancing corporate governance. Digital technologies enable organizations to identify, assess, and manage risks more proactively and effectively. Advanced technologies such as AI and big data help in early detection of risks, including fraud, cyber security threats, and compliance failures.

### 4. Better Compliance and Monitoring

The digital transformation has created new opportunities and challenges for corporate governance, particularly in the areas of compliance and monitoring. With increasing regulatory complexity and rapid technological advancements, organizations must adapt their compliance frameworks to stay ahead of risks. Digital tools offer significant potential to enhance both compliance effectiveness **and** real-time monitoring, empowering organizations to maintain high standards



of governance, mitigate risks, and build stakeholder trust. Automated compliance tools and Retch solutions help organizations adhere to governance, legal, and regulatory requirements efficiently.

## 5. Greater Accountability

The digital era offers unprecedented opportunities for enhancing accountability within corporate governance. As organizations face growing expectations from stakeholders for transparency, integrity, and performance, digital tools provide a powerful way to meet these demands. By leveraging technologies such as big data, block chain, AI, and cloud computing, companies can foster a culture of accountability, ensuring better decision-making, stakeholder trust, and long-term success. Digital audit trails, block chain, and automated controls enhance accountability of management and reduce manipulation and misconduct.

## 6. Improved Stakeholder Engagement

In the digital era, stakeholder engagement has become a critical element of corporate governance, evolving from traditional communication methods to more dynamic, interactive, and real-time strategies. Digital technologies offer significant opportunities for improving how organizations engage with their stakeholders—whether investors, employees, customers, regulators, or the broader public. By leveraging digital platforms and tools, organizations can enhance transparency, responsiveness, and accountability, leading to stronger relationships and better governance practices. Digital platforms enable effective communication with shareholders and stakeholders through e-voting, online disclosures, and social media engagement.

## 7. Ethical and Responsible Governance

In the digital era, ethical and responsible governance is crucial for organizations seeking to maintain trust, compliance, and long-term sustainability. As businesses increasingly integrate digital tools into their operations, the need for strong governance frameworks that emphasize ethical behavior, accountability, and social responsibility has never been greater. Ethical governance ensures that businesses not only follow laws and regulations but also act in ways that respect the interests of all stakeholders, including shareholders, employees, customers, and society at large. Digital tools help monitor ethical practices, ESG performance, and responsible use of technology, strengthening corporate integrity.

## 8. Cost and Time Efficiency

In the digital era, **cost** and time efficiency have become essential drivers for enhancing corporate governance. Organizations are increasingly leveraging digital tools and technologies to streamline operations, improve decision-making processes, and reduce operational costs. These efficiencies not only help organizations become more competitive but also foster stronger governance by promoting transparency, accountability, and sustainability. Automation of governance processes reduces paperwork, operational costs, and decision-making time.

## 9. Global Reach and Benchmarking

The digital era has provided organizations with unprecedented opportunities to expand their global reach and improve their governance practices through benchmarking. These opportunities are especially valuable in the context of **corporate governance**, where organizations are expected to uphold high standards of transparency, accountability, and ethical conduct across international borders. Digital tools and technologies play a critical role in enabling businesses to reach global markets efficiently while measuring performance against industry standards and best practices. This creates a framework for continuous improvement and sustainable governance. Digital connectivity allows firms to adopt global best governance practices and benchmark themselves against international standards.

## 10. Support for Sustainable Growth

Sustainable growth has become a cornerstone of modern corporate governance, particularly as organizations face increasing pressure from stakeholders to prioritize long-term environmental, social, and economic sustainability. In the digital era, digital technologies provide businesses with the tools and capabilities to align their governance practices with sustainable development goals (SDGs), driving both profitability and societal impact. From data analytics to block chain to AI-driven insights, digital solutions are enabling companies to accelerate their sustainability efforts and integrate sustainability into their governance structures more effectively. Digital governance supports long-term value creation by integrating technology, sustainability, and corporate social responsibility.

## Challenges of Corporate Governance in the Digital Era:

### 1. Cyber security Threats

In the digital era, cyber security has become a significant challenge for corporate governance. As organizations increasingly rely on digital technologies, they face growing risks related to data breaches, cyber-attacks, and other security threats. Cyber security is no longer just an IT issue but a strategic governance concern that directly impacts a company's reputation, compliance, financial health, and long-term sustainability. Increasing dependence on digital systems exposes companies to cyber-attacks, data breaches, and system failures, threatening stakeholder trust.



## 2. Data Privacy and Protection Issues

In the digital era, data privacy and protection have become central concerns for corporate governance. As organizations increasingly rely on data to drive decision-making, deliver personalized services, and engage with customers, the responsibility to protect this data from breaches, misuse, and unauthorized access becomes paramount. With growing concerns around privacy violations, data breaches, and regulatory scrutiny, organizations must integrate robust **data** privacy policies **and** data protection measures into their corporate governance frameworks. Managing and protecting vast amounts of personal and sensitive data while complying with data protection laws is a major governance challenge.

## 3. Rapid Technological Changes

In the digital age, rapid technological changes represent both an opportunity and a challenge for corporate governance. As technological innovations evolve at an unprecedented pace—such as artificial intelligence (AI), block chain, cloud computing, internet of things (IOT), and 5G networks—corporate governance structures must adapt quickly to ensure that businesses remain competitive while managing the risks associated with new technologies. The speed of technological advancements can create significant pressures on leadership, compliance, and operational strategies. Organizations that fail to adapt to these changes face the risk of falling behind competitors, encountering compliance issues, and even damaging their reputation. Fast-evolving technologies make it difficult for boards and management to keep pace and make informed governance decisions.

## 4. Lack of Digital Expertise on Boards

In the digital era, technology **and** digital transformation have become central to organizational strategy. However, many corporate boards still lack the digital expertise necessary to understand and manage the full scope of technology-related risks and opportunities. This gap in digital knowledge can undermine effective corporate governance, especially as businesses face increasing pressure to innovate, comply with digital regulations, and stay competitive in rapidly evolving markets. Many boards lack adequate technological knowledge to effectively oversee digital strategies and risks.

## 5. Ethical Concerns in Digital Technologies

As digital technologies—such as artificial intelligence (AI), big data, machine learning, block chain, **and** biometrics—become more integrated into businesses, the ethical implications of their use have become a major concern for corporate governance. While these technologies offer immense opportunities for growth, efficiency, and innovation, they also raise critical ethical questions regarding privacy, fairness, transparency, accountability, and **bias**. Issues such as AI bias, misuse of data, surveillance, and lack of algorithmic transparency challenge ethical governance.

## 6. Regulatory and Compliance Complexity

As digital technologies rapidly evolve and become embedded in business operations, navigating the **regulatory** and compliance landscape has become increasingly complex for organizations. The digital transformation of business operations brings about a host of regulatory challenges, including varying local and international laws, emerging privacy regulations, cyber security requirements, and sector-specific standards. Organizations must navigate this dynamic and multifaceted regulatory environment to ensure compliance, avoid legal risks, and maintain stakeholder trust. Digital operations often cross national borders, creating complexities in complying with multiple and evolving digital regulations.

## 7. Increased Operational and Technology Risks

As businesses increasingly embrace digital transformation, they face heightened operational and technological risks. The rapid adoption of new technologies—such as cloud computing, artificial intelligence (AI), internet of things (IOT), and big data analytics—has revolutionized industries but also introduced new vulnerabilities. These risks can have serious consequences for corporate governance, ranging from data breaches and system failures **to** disruption of **services** and reputational damage. System failures, software bugs, and reliance on third-party digital platforms increase operational risks.

## 8. Transparency vs. Information Overload

In the digital age, where vast amounts of data are generated and exchanged every second, the concept of transparency has become a cornerstone of effective corporate governance. Stakeholders—including investors, customers, employees, regulators, and the public—demand greater visibility into corporate activities, decision-making processes, and business operations. However, transparency and information overload are in tension with each other, posing a unique challenge for organizations. While digital tools increase disclosure, excessive or complex information may reduce clarity and effective decision-making.

## 9. Digital Divide and Inequality

The digital divide refers to the gap between individuals, communities, or regions that have access to modern information and communication technologies (ICTs) and those that do not. This divide can manifest across various



dimensions—geographic, socioeconomic, cultural, **and** educational—and poses significant challenges to **equality** in the digital era. Unequal access to digital infrastructure and skills can create governance gaps within organizations and among stakeholders.

## 10. Resistance to Change

In today's rapidly evolving digital landscape, resistance to change remains one of the biggest challenges organizations face when undergoing transformation. Whether due to technological advancements, cultural shifts, **or** structural changes, resistance to change can impede an organization's ability to innovate, adapt, and stay competitive. In the context of corporate governance, overcoming this resistance is critical for enabling effective decision-making, fostering organizational agility, and ensuring long-term **success**. Organizational culture and resistance from management or employees may slow adoption of digital governance practices.

### Conclusion:

The digital era has fundamentally transformed the way organizations operate, making corporate governance more complex and strategically significant than ever before. Digital technologies such as artificial intelligence, big data, cloud computing, and digital platforms have enhanced transparency, efficiency, and stakeholder engagement, while simultaneously introducing new risks related to cyber security, data privacy, and ethical decision-making. Effective corporate governance in the digital era requires strong board oversight, technological competence, robust risk management frameworks, and ethical governance practices. Organizations that successfully integrate digital innovation with sound governance principles are better positioned to build stakeholder trust, ensure regulatory compliance, and achieve sustainable long-term growth.

In conclusion, corporate governance in the digital era is no longer limited to traditional oversight mechanisms; it must evolve into a dynamic, technology-driven governance framework that balances innovation with accountability and responsibility. Strengthening digital governance practices is essential for organizations to remain resilient, competitive, and socially responsible in an increasingly digitalized global economy.

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## Original Article

### Impact of Artificial Intelligence on Job Satisfaction

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#### Abstract

The rapid adoption of Artificial Intelligence (AI) is transforming workplaces across industries, significantly influencing how employees perform their jobs and perceive their work environment. While AI offers numerous benefits such as automation of routine tasks, enhanced productivity, and improved decision-making, it also raises concerns related to job security, skill obsolescence, and reduced autonomy. This study aims to examine the impact of AI on job satisfaction by analyzing employees' experiences, attitudes, and perceptions toward AI-driven technologies in the workplace. The research focuses on key factors including workload efficiency, stress levels, skill development, work-life balance, and job security. By exploring both the positive and negative dimensions of AI implementation, the study seeks to provide a balanced understanding of how AI affects overall job satisfaction. The findings are expected to offer valuable insights for organizations and policymakers to develop strategies that promote employee well-being while leveraging AI for sustainable organizational growth.

**Keywords:** Artificial Intelligence, job satisfaction, employee well-being, workplace automation, job security, and skill development.

#### Introduction

Artificial Intelligence (AI) is increasingly transforming the modern workplace by reshaping how tasks are performed, decisions are made, and productivity is achieved. As organizations adopt AI-driven technologies to enhance efficiency and competitiveness, their influence extends beyond operational outcomes to the experiences of employees themselves. One critical area affected by this transformation is **job satisfaction**, which reflects employees' feelings, attitudes, and fulfillment derived from their work. AI has the potential to improve job satisfaction by reducing repetitive tasks, supporting decision-making, and enabling skill development. However, it can also create concerns related to job security, loss of autonomy, and workplace surveillance. Understanding the impact of AI on job satisfaction is therefore essential for organizations seeking to balance technological advancement with employee well-being and sustainable workforce development.

#### Meaning

Job satisfaction refers to the level of contentment, fulfillment, and positive feelings an individual has toward their job, based on factors such as work conditions, responsibilities, compensation, growth opportunities, and work-life balance.

#### Objectives

1. To examine the impact of Artificial Intelligence on employees' job satisfaction in workplace
2. To analyze how AI adoption influences employees' motivation and engagement at work.
3. To assess the effect of AI on workload, efficiency, and stress levels of employees.
4. To examine employees' perceptions of job security in the context of AI implementation.
5. To evaluate the role of AI in skill development and career growth opportunities.

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6. To identify challenges and concerns faced by employees due to AI-driven technologies.
7. To study the relationship between AI usage and work–life balance.
8. To suggest strategies for organizations to use AI in ways that enhance job satisfaction.

## Literature Review

Al-Hajri and Al-Mutairi (2023) found that AI usage among administrative employees significantly increased job satisfaction by reducing repetitive tasks, improving decision-making, and enhancing workplace relationships.

Mohamed and Ali (2023) highlighted that in healthcare settings, AI mechanisms improved working conditions, promotions, and safety, leading to higher employee satisfaction. Khan and Singh (2022) reported that in higher education, AI and automation reduced administrative burdens for teachers, allowing them to focus on meaningful teaching activities, which positively influenced their satisfaction. Strohmeier and Piazza (2025) demonstrated that moderate levels of AI adoption in corporate environments increased job satisfaction, while very low or high adoption could reduce satisfaction depending on organizational culture and employee involvement.

Reddy and Rao (2022) found that in Bengaluru, AI adoption improved efficiency and productivity, contributing to job satisfaction, although proper reskilling was necessary to maintain these positive effects. A study on AI literacy (PubMed, 2023) emphasized that employees with higher AI skills experienced improved autonomy, competence, and work–life balance, which enhanced overall satisfaction. Finally, broader research by Arxiv (2024) indicated that while AI can improve efficiency and productivity, transparent implementation is crucial to prevent job insecurity and fairness concerns that can negatively affect job satisfaction.

## Pros of AI in Job Satisfaction

1. **Reduction of Repetitive and Mundane Tasks:** Employees can focus on strategic, creative, and value-added activities instead of routine work.
2. **Increased Productivity and Efficiency:** AI speeds up workflows, reduces errors, and allows employees to achieve better results in less time.
3. **Enhanced Decision-Making:** AI provides data-driven insights, analytics, and recommendations, helping employees make informed and confident decisions.
4. **Skill Development and Learning Opportunities:** Interaction with AI technologies encourages employees to learn new digital, analytical, and problem-solving skills.
5. **Improved Work–Life Balance:** Automation of tasks reduces workload and overtime, giving employees more personal time and reducing burnout.
6. **Higher Employee Engagement:** By removing mundane work, AI allows employees to engage in more meaningful and challenging projects.
7. **Enhanced Workplace Safety:** In industries like manufacturing, construction, and healthcare, AI helps monitor risks, prevent accidents, and reduce exposure to hazards.
8. **Personalized Support and Assistance:** AI-powered tools (like virtual assistants) help employees organize tasks, prioritize work, and get instant support.
9. **Better Recognition of Performance:** AI can track and evaluate productivity and achievements, helping employees get recognized for their contributions.
10. **Encourages Innovation:** With AI handling routine tasks, employees have more time and mental bandwidth to innovate and experiment.

## Cons of AI in Job Satisfaction

1. **Job Insecurity and Fear of Automation:** Employees may worry about being replaced by AI, creating stress and lowering morale.
2. **Loss of Autonomy and Control:** Excessive AI monitoring or decision-making can reduce employees' sense of independence and creativity.
3. **Skill Obsolescence:** Rapid AI adoption may render some skills irrelevant, requiring constant reskilling and causing stress.
4. **Increased Monitoring and Privacy Concerns:** AI systems that track employee performance can create a sense of constant surveillance.
5. **Reduced Human Interaction:** Overreliance on AI may decrease collaboration, teamwork, and social engagement.
6. **Overdependence on Technology:** Employees may become overly reliant on AI, reducing critical thinking or problem-solving skills.
7. **Stress from Learning New Systems:** Implementing AI requires employees to adapt to new tools, which can be challenging and stressful for some.
8. **Bias and Unfairness:** AI systems can be biased, leading to unfair performance evaluations, promotions, or task allocation.
9. **Resistance to Change:** Employees may feel frustrated or demotivated if AI is implemented without proper training or involvement.



10. **Disruption of Organizational Culture:** Over-automation may reduce personal connections, mentorship, and the human touch in workplaces.

## Challenges of AI in Job Satisfaction

1. **Job Insecurity and Fear of Automation:** Employees may feel anxious that AI could replace their roles, leading to stress, low morale, and reduced loyalty to the organization.
2. **Loss of Autonomy and Creativity:** AI-driven monitoring or decision-making can reduce employee independence, limiting opportunities for creative problem-solving and decision-making.
3. **Skill Obsolescence and Learning Pressure:** Rapid technological changes can make existing skills outdated. Employees may feel stressed or overwhelmed by the constant need to learn new tools and technologies.
4. **Increased Surveillance and Privacy Concerns:** AI systems that track productivity and behavior can create a feeling of being constantly monitored, reducing trust and job satisfaction.
5. **Reduced Human Interaction:** Overreliance on AI for communication, collaboration, or task management can decrease personal connections among employees, leading to isolation.
6. **Dependence on Technology:** Employees may become overly reliant on AI for decision-making, reducing critical thinking and problem-solving skills.
7. **Resistance to Change:** Employees may feel uncomfortable with AI integration, leading to frustration, lower motivation, and reluctance to adopt new systems.
8. **Bias and Unfairness in AI Systems:** AI tools can unintentionally favor certain groups or make biased decisions, causing dissatisfaction and perceptions of unfair treatment.
9. **Disruption of Workplace Culture:** Over-automation can reduce collaboration, mentorship, and the human touch in organizational culture, affecting employee morale.
10. **Stress from Adaptation:** Adjusting to AI-based workflows and processes can initially increase workload and pressure, negatively affecting job satisfaction.

## Conclusion

Artificial Intelligence (AI) can greatly enhance job satisfaction by reducing repetitive tasks, improving productivity, supporting decision-making and promoting skill development. However, it also brings challenges such as job insecurity, loss of autonomy, skill obsolescence, and reduced human interaction. The overall impact of AI on job satisfaction depends on how it is implemented. When used responsibly to support employees and provide training, AI can improve engagement, motivation, and workplace well-being.

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## Original Article

### GST Reforms 2.0: Impact on Goods & Services

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#### Abstract:

*GST Reforms 2.0 represents a significant phase in the evolution of India's indirect tax framework, aimed at strengthening compliance, simplifying procedures & enhancing transparency in the taxation of goods & services. These reforms focus on rationalization of tax rates, correction of inverted duty structures, tightening of input tax credit provisions & greater use of digital technology for monitoring & enforcement. The impact on goods has been reflected in improved tax uniformity, reduction in cascading effects & enhanced competitiveness for complaint manufacturers, while certain sectors have experienced cost adjustments due to rate restructuring. In the service sector, GST Reforms 2.0 have promoted greater formalization, widened the tax base & improved revenue stability, although compliance requirements have increased for small & medium service providers. Overall, GST Reforms 2.0 aim to create a more efficient, transparent & revenue- neutral tax system that supports economic growth while balancing the interests of businesses, consumers & the government. The present study highlights the reforms of GST 2.0 its impact on various goods & services.*

**Keywords:** GST, Next-Gen GST, Administrative Reforms.

#### Introduction

The word 'Tax' was derived from Latin word 'taxore', which means to estimate, to appreciate or to value. The taxation system is an important concept in the economy of a country. As tax is the main source of revenue to the government. Tax is compulsory levy under certain conditions & it is meant for the general purpose of the state. As a responsible citizen of the country, it is the duty of the person to pay the taxes & it is also equally important to know the different types of taxes implemented in the country. The various taxes implemented in India can be broadly classified into two categories- Direct Tax & Indirect Tax. Direct tax is a tax where the incidence & impact of taxation falls on the same person. Indirect tax is a tax where the incidence & impact of tax is on different person. For example: Goods & Service Tax, basic Customs Duty, Octroi Duty, Entertainment Tax. The Goods & Services Tax (GST) in India, implemented on **July 1, 2017**, is a comprehensive, multi-stage, destination-based indirect tax that replaced a complex structure of various central & state-level taxes (like VAT, excise duty, & service tax). The primary objective of the GST reform was to simplify the tax system, eliminate the "tax on tax" or cascading effect, & create a single, unified national market ("One Nation, One Tax").

#### Goods & Service Tax:

The Article 366 (12A) of the constitutional Act, 2016 defines "Goods & Service Tax as tax on goods, services or both, except for taxes on the supply of the alcoholic liquor for human consumption". India has chosen Canadian model of dual GST. GST has two components, one is levied by the Central Government (CGST) & other is levied by States (SGST). GST is fully technology based regime. The registration, filling of return, payment of tax, refund claiming, ITC, etc will be done through GST common portal with the help of

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GSTN (Goods & Service Tax Network). Under GST regime, taxpayer is allowed to take credit of taxes paid on inputs & utilize the same while payment of output tax to the Government. CGST & SGST will be collected by the Government in case of Intra-State Supply. IGST will be collected by the Government in case of Inter-State Supply.

### Objectives of the Study

1. The main objectives of the study are as follows:
2. To know the key changes of 56<sup>th</sup> GST Council Meeting.
3. To understand the changes in the GST rates of Goods & Services.
4. To find out the impact of GST 2.0 on prices, business & consumers.
5. To know about rate rationalization, structural correction, & ease of compliance.

### Scope & Limitation of the Study:

The present study critically examines the key reforms, rate rationalization measures & policy decisions introduced under GST Reforms 2.0, with special emphasis on 56<sup>th</sup> GST council meeting. The study provides a detailed assessment of changes in GSR rates & impact on various goods & services, businesses & consumers. The study relies primarily on publicly available reports, official announcements & meeting minutes. Limited access to comprehensive & real time data may restrict an in-depth evaluation of certain decisions & their long term impact.

### Research Methodology

The paper is based on secondary data published in journals, books & websites. Based on available literature & research material, the present study gives clear picture regarding the GST Reforms 2.0 impact on Business & Consumers.

### Key Changes under GST Reforms 2.0

The 56<sup>th</sup> meeting of the GST Council, chaired by Union Finance Minister Smt. Nirmala Sitharaman, approved a set of Next-Generation GST reforms aimed at simplifying procedures & improving ease of doing business for all. These reforms focus on benefiting small traders, businessmen & entrepreneurs, making GST more accessible & efficient. Announcing the reforms in his Independence Day address, Prime Minister Narendra Modi highlighted that the government Next-Gen GST reforms as a "Diwali Gift" for citizen. The reforms are expected to directly benefit farmers, MSMEs, women, youth, & middle-class families, while strengthening India's long-term economic growth & development.

### Simplified Tax Slabs:

The earlier Slab Structure of 5%,12%,18% & 28% has been replaced by two slabs plus specific rate for luxury or sin goods.

1. **0% (Nil Rate):** Essential items like UHT milk, specific life-saving drugs, educational materials (pencils, erasers), & individual health/life insurance premiums are now fully exempted.
2. **5% Slab:** A "merit rate" for common essentials, including most packaged foods, personal care products (shampoos, soaps), agricultural equipment, & services like gyms or salons & mid-range hotel stays etc, will be taxed at the rate of 5% .
3. **18%:** The "standard rate" covering most goods & services, including consumer durables (ACs, TVs, refrigerators), small cars, two-wheelers (up to 350cc), & cement will be taxed at the rate of 18%.
4. **40%:** A new "demerit" rate for luxury & sin goods, such as high-end cars or bikes, aerated drinks, & tobacco products (tobacco rate effective at a later date) etc will be taxed at the rate of 40%.

### Impact of GST Reforms 2.0 on Goods & Services:

Numerous items have become cheaper:

1. **Household Essentials:** Reforms bring direct savings to households by reducing taxes on everyday essentials & packaged foods. Soaps, shampoos, toothpaste, butter, ghee, & packaged snacks are taxed at 5%. Products like Ultra-High Temperature (UHT) milk, Pre-packaged & labelled chena or paneer, all the Indian Breads will see NIL rates
2. **Automobiles:** Clearer classification of vehicles & auto parts will cut down disputes, improve compliance & support growth in India's automotive manufacturing & exports, significantly lowers prices, bringing greater affordability to middle class households. The reduction of GST on Small cars, two-wheelers  $\leq 350$ cc from 28% to 18%. Buses, trucks, three-wheelers, all auto parts from 28% to 18%.
3. **Consumer Durables:** GST rate cut on AC, Dishwashers & TVs (LCD, LED) is a dual win. It increases affordability for consumers while strengthening India's electronics manufacturing ecosystem. The GST reduced from 28% to 18% on items like air conditioners, televisions (above 32"), & washing machines.
4. **Healthcare & Insurance:** GST exemptions on life & health insurance premiums will exp& financial protection & support the vision of Mission Insurance for All by 2047. GST exemption on premiums for individual life insurance, health insurance, floater plans, & senior citizen policies.

## Construction:

The cut in GST rate on cement & construction materials will give a big boost to the housing sector. This will lower the cost of homes & infrastructure projects, making ownership of houses more affordable. The move is also expected to spur demand & in real estate & create new jobs in construction.

- a. Cement from 28% to 18%.
  - b. Marble/travertine blocks, Granite blocks, S&-lime bricks from 12% to 5%
  - c. Bamboo flooring / joinery, Packing cases & pallets (wood) from 12% to 5%
1. **Agriculture Sector:** Cheaper machinery & lower rates on bio pesticides will help small farmers & encourage sustainable farming practices. Correcting the inverted duty structure on Fertilizer inputs will boost domestic fertilizer production & reduce dependence on imports, strengthening self reliance in agriculture. The reduction of GST on Tractors from 12% to 5%, tires & parts from 18% to 5%, Harvesters, threshers, sprinklers, drip irrigation, poultry & bee-keeping machines from 12% to 5% & Bio-pesticides & natural menthol from 12% to 5%.
  2. **Service Sector:** Lower GST on hotel stays, gyms, salons, & yoga services will reduce costs for citizens, improve access to wellness, & provide strong boost to the hospitality & service sectors. Hotel stays up to ₹7,500/day from 12% to 5%, Gyms, salons, barbers, yoga GST cut from 18% to 5%.
  3. **Toys, Sports & H&icrafts:** Fixing duty structures for man-made fibers will improve the competitiveness of the textile industry, especially in exports. The inverted duty structure in the sector has been corrected with reduction of GST rate on manmade fiber from 18% to 5% & manmade yarn from 12% to 5%. Further, lower GST rates on h&icrafts will support artisan livelihoods, preserve India's cultural heritage, & promote rural economic growth. H&icraft idols & statues from 12% to 5%, Paintings, sculpture from 12% to 5% & Wooden/metal/textile dolls & toys from 12% to 5%.
  4. **Education Sector:** Education has become more affordable with exercise books, erasers, pencils, crayons & sharpeners moving to 0% GST. This directly supports families & students, ensuring lower costs of learning materials. The GST rate reduced on Geometry boxes, school cartons, trays from 12% to 5%.
  5. **Medical sector:** Reduced rates on medicines & medical devices will improve access to healthcare & support domestic manufacturing in the pharmacy & medical equipment sectors. A significant reduction in tax on 33 life-saving drugs, diagnostic kits from 12% to 0%, Other medicines including Ayurveda, Unani Homoeopathy from 12% to 5%, Spectacles & corrective goggles from 28% to 5%, Medical oxygen, thermometers, surgical instruments from 12-18% to 5% & Medical, dental, & veterinary devices cut from 18% to 5% aims to ease the cost of treatment & affordable healthcare.

**Administrative Reforms:** The reforms effectively tackle long-standing procedural challenges, enhancing efficiency & ease of compliance.

- a. **Faster Refunds:** Automated & expedited GST refund mechanisms ensure quicker relief for exporters.
- b. **Simplified Compliance:** Reduced tax slabs minimize classification disputes, making compliance easier for businesses.
- c. **Operational GSTAT:** The Goods & Services Tax Appellate Tribunal is expected to become fully functional, helping clear pending cases & reduce backlogs.
- d. **Quick Registration:** New businesses can now obtain GST registration within just three working days, promoting ease of doing business.

## Findings & Conclusion:

GST 2.0 has significantly modernized & simplified India's indirect tax regime, delivering tangible benefits in consumer affordability, business compliance & economic demand & growth. However implementation gaps, sectoral distortions & revenue trade-offs remain critical challenges that policy makers must continuously monitor & address. GST tax relief on essentials & durables is stimulating household consumption demand with evidence of stronger retail spending & higher auto sales as early signs. Rate simplification, aligned input tax credits & streamlined returns lower compliance burdens, especially for MSMEs. While revenue loss from cuts is a real concern, increased compliance, consumption & targeted high rates on luxury/ sin goods help to mitigate fiscal pressure.

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## Original Article

### A Study on Ethics in the Modern Business World

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**Abstract:**

*Ethics refers to the moral principles that guide human behavior and decision-making. In today's rapidly changing world, ethics plays a crucial role in maintaining trust, fairness, and responsibility in personal, professional, and organizational life. Ethical behavior helps individuals and institutions distinguish between right and wrong and promotes honesty, accountability, and respect for others. In the business context, ethics influences how organizations interact with employees, customers, society, and the environment. Unethical practices such as corruption, fraud, and exploitation can lead to loss of reputation and long-term failure, while ethical practices contribute to sustainable growth and social welfare. This paper highlights the importance of ethics, its key principles, and the role it plays in shaping responsible individuals and organizations. The study emphasizes that ethical values are essential for building a just, transparent, and sustainable society.*

**Keywords:** Ethics, principles, unethical, fairness, responsibility.

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**Introduction**

In the modern business world, organizations operate in a highly competitive, global, and technology-driven environment. While profit maximization and growth are important goals, ethical conduct has become equally essential for long-term success and sustainability. Ethics in business refers to the application of moral principles such as honesty, fairness, transparency, and responsibility in business decisions and practices. With increasing public awareness, businesses are now expected not only to generate economic value but also to act responsibly toward employees, customers, society, and the environment. The rise of digital technologies, globalization, and social media has brought new ethical challenges, including data privacy issues, corporate governance failures, environmental concerns, and unethical labor practices. Unethical behavior can damage a company's reputation, reduce customer trust, and lead to legal consequences. On the other hand, ethical business practices help build credibility, strengthen stakeholder relationships, and promote sustainable development. Therefore, ethics plays a crucial role in guiding modern businesses to balance profitability with social responsibility, making it a vital aspect of today's business environment.

**Meaning**

Ethics in the modern business world refers to the moral principles and standards that guide the behavior, decisions, and practices of organizations in today's competitive and global environment. It involves conducting business in a fair, honest, transparent, and responsible manner while considering the interests of all stakeholders such as employees, customers, investors, society, and the environment. In modern business, ethics goes beyond simply following laws and regulations. It includes values like integrity, accountability, respect for human rights, environmental sustainability, data privacy, and social responsibility. Ethical business practices help companies build trust, maintain a good reputation, reduce risks, and achieve long-term success. Thus, ethics in modern business means balancing profit-making with moral responsibility and contributing positively to society.

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## Objectives of Ethics in the Modern Business World

1. **To Promote Fairness and Honesty :** Ethics ensures that businesses operate with honesty, transparency, and fairness in all dealings with customers, employees, and stakeholders.
2. **To Build Trust and Credibility:** Ethical practices help organizations gain the trust of customers, investors, and society, which is essential for long-term success.
3. **To Ensure Legal and Moral Compliance:** Ethics encourages businesses to follow not only laws and regulations but also moral standards beyond legal requirements.
4. **To Protect Stakeholder Interests:** Ethical business behavior safeguards the rights and interests of employees, consumers, shareholders, and the community.
5. **To Promote Social Responsibility:** Ethics guides businesses to contribute positively to society through responsible practices, environmental protection, and community development.
6. **To Encourage Sustainable Growth:** Ethical decision-making supports long-term profitability and sustainability rather than short-term gains through unethical means.
7. **To Improve Organizational Culture:** Ethics helps create a positive work environment based on respect, equality, and accountability.
8. **To Prevent Unethical Practices:** Ethical guidelines reduce corruption, fraud, exploitation, and other unethical activities in business operations.

## Benefits of Ethics in Modern Business:

Ethics plays a vital role in shaping responsible and successful businesses in the modern world. The major benefits of ethics in modern business include:

1. **Builds Trust and Reputation:** Ethical practices help businesses earn the trust of customers, investors, and the public, enhancing the company's reputation and brand image.
2. **Encourages Customer Loyalty:** Customers prefer to support ethical companies, leading to repeat business and long-term customer relationships.
3. **Improves Employee Morale and Productivity:** Ethical treatment of employees creates a positive work environment, increases job satisfaction, and boosts productivity.
4. **Reduces Legal Risks:** Ethical behavior helps businesses comply with laws and regulations, minimizing the risk of legal penalties and lawsuits.
5. **Promotes Sustainable Growth:** Ethical decision-making supports long-term success rather than short-term profits gained through unethical means.
6. **Strengthens Stakeholder Relationships:** Ethics ensures fair dealings with suppliers, investors, and communities, improving cooperation and mutual respect.
7. **Enhances Corporate Image:** Ethical businesses gain public approval and goodwill, which is especially important in the age of social media and transparency.
8. **Supports Social and Environmental Responsibility:** Ethics encourages businesses to protect the environment and contribute positively to society.
9. **Increases Competitive Advantage:** Ethical companies stand out in the market and gain an edge over competitors who engage in unethical practices.
10. **Prevents Unethical Practices:** Clear ethical standards help reduce corruption, fraud, and exploitation within the organization.

## Challenges in Business Ethics

In the modern business environment, organizations face several ethical challenges due to competition, globalization, and technological advancement. Some of the major challenges in business ethics are:

1. **Pressure to Maximize Profits:** Intense competition and profit targets may push businesses to ignore ethical values in favor of short-term financial gains.
2. **Corruption and Bribery:** Unethical practices such as bribery, kickbacks, and corruption remain major challenges in many industries and regions.
3. **Lack of Ethical Awareness:** Employees and managers may lack proper knowledge or training in ethical standards and decision-making.
4. **Globalization Issues:** Operating in different countries with varying cultural and legal standards creates ethical conflicts and confusion.
5. **Unethical Leadership:** Leaders who fail to act ethically can influence employees to follow unethical practices.
6. **Data Privacy and Technology Misuse:** The use of digital platforms, AI, and data analytics raises concerns about data privacy, surveillance, and misuse of information.
7. **Workplace Discrimination and Harassment:** Ensuring equality, diversity, and respect in the workplace remains a significant ethical challenge.
8. **Environmental Concerns:** Balancing business growth with environmental protection and sustainability is a growing ethical issue.



9. **Supply Chain Ethics:** Ensuring fair labor practices and ethical sourcing across suppliers is difficult to monitor and control.
10. **Weak Enforcement of Ethical Codes:** Even when ethical policies exist, lack of strict enforcement can lead to unethical behavior.

### Conclusion on Business Ethics

In conclusion, business ethics is an essential foundation for responsible and sustainable business practices in the modern world. Ethics guides organizations to act with honesty, fairness, transparency, and accountability while balancing profit-making with social responsibility. In an increasingly competitive and globalized environment, ethical behavior helps businesses build trust, protect stakeholder interests, and maintain a positive reputation.

Although businesses face various ethical challenges such as corruption, profit pressure, technological misuse, and environmental concerns, adopting strong ethical values and leadership can help overcome these issues. Ethical business practices not only prevent legal and moral failures but also contribute to long-term growth, employee satisfaction, and societal well-being. Therefore, integrating ethics into all aspects of business operations is not just a moral obligation but a strategic necessity for long-term success.

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## Original Article

### Divine Logistics: Behind the scenes of the World’s Largest Prasadalaya

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#### Abstract

*Shirdi Prasadalaya, a renowned holy place organization faces unique challenges in managing its supply chain due to high volume of daily visitors and the need to provide free meals to devotees. Shirdi prasadalaya is one of the world’s largest solar powered free food kitchen. This study aims at analyse the current state of the Prasadalayas supply chain, identify key challenges and propose potential solutions for optimization. This case study investigates the challenges of its operations, encompassing the procurement of raw materials, production process, inventory management, and distribution of Prasad (holy offerings) to millions of pilgrims annually. The study aims to:*

*1] Analyse the current state of the supply chain: Examining existing practices in procurement, production, inventory, transportation and distribution.*

*2] Identify key challenges; Investigating critical issues such as demand forecasting, perishable inventory, quality control, food safety and logistical constraints in catering to large and fluctuating pilgrim numbers.*

*3] Evaluate Performance: Assessing the efficiency and effectiveness of current supply chain through key performance indicators (KIPs) such as on time delivery, inventory turnover and customer satisfaction.*

*4] Propose potential improvements: Exploring potential solutions to identified challenges such as implementing advance forecasting techniques, adopting lean manufacturing principles, leveraging technology for better inventory management and optimizing distribution networks.*

*The findings of this study will provide valuable insights into the unique challenges and best practices in managing the supply chain of a large -scale religious institution. The research will contribute to academic literature on supply chain management in the context of religious organizations and offer practical recommendations for improving operational efficiency and enhancing the pilgrim experience at Shirdi Prasadalaya.*

**Keywords-**Supply chain Management, Religious Institutions, Demand forecasting, Inventory Management, food distribution, Waste Management ,Sustainability,Shirdi Prasadalaya

#### Introduction:

Shirdi Sai prasadalaya has grabbed national and international awards for using Science in the best possible way in collaboration with spiritualism to sever a strong social cause. Sai Baba, the spiritual saint himself use to cook and feed the starved ones. Carrying along with this rite of Sai baba, Shri Saibaba Sansthan Trust, built up the famous Shri Sai Prasadalaya in 2009 in Shirdi. This prasadalaya exhorts Sai’s principle of free food to all and is considered to be Asia’s largest Prasadalaya. Shirdi Prasadalaya has been termed as the world’s largest Solar Powered free food kitchen. Shirdi is a very popular holy place in Maharashtra where many devotees visit. The prasadalaya is the main kitchen here, which provides free meals [food] to the visitors. As the number of visitors is high the kitchen needs to prepare a huge amount of food everyday. This creates some challenges like how to manage all this food and how to reduce the amount of food that gets waste.

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## Statement of Problem:

Shirdi Prasadalya faces significant challenges in managing its supply chain due to high and fluctuating demand, the perishable nature of food and the need to maintain high quality standards while serving large number of devotees daily.

## Objectives of the Study:

The primary objectives of this research are:

1. To analyse the procurement process of materials used in the prasadalaya.\*
2. To examine the meal preparation methods.\*
3. To explore the distribution mechanisms of meals to devotees.\*
4. To evaluate the efficiency and effectiveness of the overall operation.\*
5. To offer suggestions for improvement based on findings.\*
6. To identify the key challenges and bottlenecks and propose innovative solutions.

## Research Methodology:

An exploratory research approach was applied for this study. This study also involves mixed method approach, combining Qualitative and Quantitative data collection techniques.

Primary data will be collected through interviews with Prasadalya staff, suppliers and volunteers along with observations of daily operations.

Secondary data will be gathered from existing literature, government reports and online resources.

## Current State of Shirdi Prasadalya:

The Shirdi Prasadalya, located within the premises of the Shirdi Sai Baba Mandir, is renowned for its commitment to serving free, nutritious meals to thousands of devotees and visitors daily. This facility is operated by Shree Saibaba Sanasthan Trust, which emphasizes the importance of Annadana Seva [the act of offering food to those in need]

## Capacity and Operations:

The Prasadalya has a huge dining hall with area of 11,550sq.mt located behind Shirdi Police Station. With a seating capacity of 3,500 devotees, an enormous area has been established on the ground floor. Plus two separate halls with seating facilities of 1,000 each have been built upon the first floor. More than 60,000 adherents are served free food regularly through this kitchen, while during the festivals like Ram Navami, Guru poornima, New year, dassara the number goes to 85,000-1,00,000 devotees.

## Worlds Largest Solar-Powered Kitchen:

Shri Sai Prasadalya uses both science and technology to convert their kitchen into smart kitchen. It entirely functions through the solar energy that is spread across 4 rooftops with 73 solar dishes, making it the largest solar powered kitchen in India. The solar dishes fuel the preparation of nearly 50,000 meals each day and concentrated heat from all the dishes creates 4200kgs of steam in a single day. These dishes concentrate sunlight on receiver's that contain water generating steam that is piped down to the kitchen for cooking the meals. More than 2 tonnes of rice is cooked through this plant every day, saving cooking gas of 200KG/day. As per the ministry of non-conventional energy sources, New Delhi this is identified as the World's largest solar heating cooking system.

- for dishwashing two imported dishwashing machines are used.
- for cutting of vegetables two imported machines are used.
- to wash the rice, vegetables, and legume's three imported machines are used.
- for grinding flour online mill unit is sated up.
- for cooking rice steam cooker is used.
- the readymade material of flour, spices, turmeric, coriander powder etc are not used. They are made through pulverizing or grinding machines using raw materials.

The cold storage facility is available for vegetables & dry foods.

- Chapati Making Machine are also used.

Various small Machines are used to automate the process and reduce the manual touch to food and keeping hygienic atmosphere.

## Purified water facility

The R.O. plant has been installed that comes with the capacity of providing 2,500 liters/hour to the adherents. Furthermore, machines for the purpose of dishwashing, cutting vegetables, washing food items as well as grinding flour and spices have also been established. Alongside, a proper storage facility for all the food ingredients is also available.

## Bio Gas Plant

Waste food from devotee plates is converted to renewable energy. Bio gas plant of 5 MT capacity is installed in Prasadalya premises. Which saves 200 KG LPG/day.

## Food Testing Lab:

Well-equipped Lab is established in Prasadalya to test Grossery, Ghee, Oils and other edible items.



## Awards:

Shri Sai Prasadlaya has grabbed national and international awards for using science and Technology in the best possible way in collaboration with spiritualism to serve a strong social cause. Sai prasadlaya has been termed as the World's Largest Solar-Powered Free Food Kitchen.

- ISO 2000:2005 Compliance of Food Safety Management System.
- ISO 9001:2015 Compliance of Quality Management System.
- Solar Thermal Award and Certificate of Merit from Ministry of New Renewable energy, Government of India for using Largest Solar Cooking System in Religious Sector.

## Charity:

Free meal is served to devotee taking meal in general hall, moreover meals are distributed freely to

Shri Sainath Hospital and Saibaba Hospital for Patients and Patients relatives.

“Dwarkamai Uraddhaashram” (Old age Home).

Sant Dyneshwar School.

Bind Deaf and Dumb School, Babhaleshwar.

Sabka Malik Ek School, Shirdi.

## Donation Schemes for Annadan:

- Annadan Fund: This funds are utilized for prasadlaya activity, free meals to devotees, Hospital Patients, Meals to old age home, Student of deaf and dumb schools.

Note: Donation received for the Annadan fund will be applicable for deduction under section 80G of the income Tax.

- Free Prasad Bhojan Scheme: Under Bhojan Scheme devotee can donate Rs 50,000 or more for free meals to devotee. The Name of donor devotee will be displayed on Donor Board for the date which devotee books. Amount for this scheme is accepted on local counter as well as online. ([www.online.sai.org.in](http://www.online.sai.org.in))

Note: Donation received for the Religious Program Fund (Sn 6 to 11) will be Not Applicable for deduction under section 80G of the income Tax.

## Prasadlaya at Accommodation:

Prasadlaya is also started at devotee centric location like Saiashram Bhaktniwasthan, Saibaba Bhaktniwasthan, Dwarawati Bhaktniwasthan. This will facilitate devotee to have a meals at accommodation place only.

## Bus Facility for Prasadlaya:

Prasadlaya is well connected with all accommodation by Sansthan buses. This buses are free and runs at regular intervals from accommodation location to Prasadlaya via Temple. Year Wise Meal Taken By devotee.

## Procurement of Materials

The procurement of materials is a critical step in the operation of the Shirdi Prasadlaya. Key aspects include:

1. **\*Sourcing\***: Ingredients are primarily sourced from local suppliers to ensure freshness and sustainability. Common items include rice, pulses, vegetables, and spices.
2. **\*Quality Control\***: All ingredients undergo strict quality checks to maintain hygiene and quality standards, ensuring that only the best materials are used in meal preparation.
3. **\*Inventory Management\***: The prasadlaya maintains a robust inventory system to track stock levels and avoid shortages. Regular assessments are conducted to optimize procurement schedules.

Meal Preparation

## The meal preparation process involves several stages:

- **\*Kitchen Setup\***: The prasadlaya has a well-equipped kitchen staffed by trained cooks and volunteers. The kitchen is designed to facilitate large-scale meal preparation.

- **\*Cooking Procedures\***: Meals are prepared daily in large quantities, adhering to vegetarian principles. Common dishes include:

- \*Pulses and dals\*

- \*Rice and chapatis\*

- \*Vegetable curries\*

- \*Sweets like halwa\*

- **\*Hygiene Practices\***: Emphasis is placed on maintaining hygiene throughout the cooking process, with regular sanitation of kitchen surfaces and equipment.

## Distribution of Meals

The distribution of meals is a well-organized process that ensures efficiency:

- **\*Serving Mechanism\***: Meals are served in a buffet-style format, allowing devotees to serve themselves. This method reduces wait times and enhances the overall experience.

- **\*Seva Dars (Volunteers)\***: Trained volunteers assist in the distribution, ensuring that the process runs smoothly and that all devotees receive their meals promptly.



- \*Capacity Management\*: The prasadalaya can serve thousands of devotees daily, with systems in place to handle peak times, particularly during festivals and special events.

### Challenges faced by Prasadalya:

- During peak seasons and festivals the number of devotees visiting this pilgrim place is high and therefore managing this unpredictable devotees and fluctuate demand becomes difficult.
- Perishability of food is one important criteria. Ensuring timely procurement, storage and distribution to minimize wastage.
- Quality control:- Maintaining consistent quality standards across all stages of the supply chain.
- Resource Management:- Optimizing the use of human, financial and material resources.
- Sustainability:- Reducing environmental impact through eco-friendly practices and waste management.

### Proposed Solution:-

- **Smart Planning**:- Instead of guessing how many people will come each day, we can use past data to predict how much food will be needed. This will help avoid having too much or too little food.
- **Organized Storage** : We can use special storage method to keep food fresh for longer and reduce waste. This might involve storing things in the right way or using special equipment.
- **Technology Help** : Using computers and technology can make things much easier. For eg, we can use software to track how much food is used and where it goes. This will help us be more efficient.
- **Stronger Relationship with suppliers** :- Building good relationships to get the high quality and quantity of food on time.
- **Reducing Waste** : Find creative ways to reduce food waste. This might involve composting food scraps and finding other ways to use left over food.

### Finding:

- The Prasadalya faces significant challenges in managing the unpredictable and fluctuating demand for meals, especially during peak seasons and festivals. This leads to over preparation or under-preparation both resulting in inefficiencies.
- Due to perishable nature of food and difficulties in accurate demand forecasting, a considerable amount of food is wasted daily. This includes spoilage, overcooking and leftover.
- The prasadalaya faces limitations in terms of storage space, kitchen capacity and human resources, particularly during peak demand periods. This can lead to bottlenecks in food preparation and distribution process.
- Limited use of technology in areas of inventory management, demand, forecasting and real time packing of food distribution hinders operational and data driven decisions making.

### Conclusion:-

Shirdi Prasadalya presents a unique case study in supply chain management, blending spiritual service with modern operational practices. Its innovative use of solar technology, commitment to quality, and ability to serve thousands of devotees daily demonstrate the potential for religious institutions to adopt advanced supply chain management practices.

The prasadalaya's success in managing large-scale operations provides valuable insights into the application of supply chain theories and best practices in non-traditional settings. However, challenges remain, particularly in demand forecasting, inventory management, and sustainability.

Future research could focus on the long-term impact of technological innovations on the prasadalaya's operations and explore how other religious institutions can adapt similar practices to enhance their service delivery. Additionally, investigating the potential of emerging technologies like AI and block chain in this context could provide valuable insights for both academic and practical applications in supply chain management.

By continuing to innovate and adapt, Shirdi Prasadalya can serve as a model for efficient supply chain management in religious and non-profit organizations, demonstrating how spiritual service can be enhanced through modern management practices.

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## Original Article

### Corporate Governance

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#### Abstract

*In today's complex business environment, effective corporate governance is crucial for enhancing organisational performance and long-term sustainable success, acting as the essential system that directs and controls company for the benefit of its all stakeholders with the principles of accountability, transparency, and ethical conduct. Corporate governance for 2025-2026 focuses on strategic execution, board effectiveness, AI integration, ESG scrutiny, shareholder engagement, and navigating complex regulatory shifts. corporate governance serves as the foundational framework of rules, practices, and processes. In both commerce and management, it functions as a system of "checks and balances" that reconciles the interests of a company's many stakeholders. Further in Modern business environment, corporate governance integrates ESG (Environment, Social, and Governance) considerations into management practices. This ensures environmental protection, which are increasingly important for competitive advantage. ESG Reporting: As of 2025, 88% of India's top 1000 listed companies were publishing sustainability reports, a massive jump from under 10% a decade prior, driven by SEBI regulations. Good corporate governance should be part of any company's game plan for resilience and long-term success. Bad corporate governance, on the other hand, can have the opposite effect, eroding relationships and trust both internally and externally. This can damage a company's reputation, lead to regulatory or ethical scandals, reduce both employee and customer retention, cause stock prices to fall, and ultimately compromise a company's profitability. Corporate governance is the set of rules and processes that guide how a company is managed and overseen. It's vital for ensuring that businesses operate ethically and in the best interests of those involved. A primary goal of corporate governance is to prevent corporate greed and promote responsible and transparent business practices. By establishing and enforcing high ethical standards and holding individuals accountable for their actions, corporate governance serves as a safeguard against misconduct, protecting the interests of shareholders, customers, and the wider community.*

**Keywords;** Corporate governance, Transparency, Accountability and ethics, ESG Integration, Risk Management, and Board independence.

#### Introduction

The evolution of corporate governance has been marked by significant milestones. Initially, the concept focused primarily on financial accountability, especially towards shareholders [1]. This paradigm originated in the early 20th century when businesses were often family-owned, with owners and managers being the same individuals. However, as corporations expanded and ownership became more dispersed, a gap emerged between owners and managers, necessitating more structured governance mechanisms. Globalization has led to the harmonization of corporate governance standards across borders, as evidenced by the widespread adoption of the OECD Principles of Corporate Governance by many countries. Such harmonization ensures that multinational corporations maintain consistent governance standards in different jurisdictions, fostering global trust and cooperation

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## Meaning of Corporate Governance

Corporate governance is the system of rules, practices, and processes by which a company operates. It encompasses the various mechanisms through which companies and their stakeholders (shareholders, management, customers, suppliers, and financiers) interact. Corporate governance helps organizations make the right decisions while balancing the interests of their stakeholders. When implemented properly, corporate governance can accomplish the following goals:

- Protect company resources from corruption and mismanagement
- Improve the organization's bottom line
- Ensure internal business frameworks align with legal requirements and environmental, social, and corporate governance (ESG) practices

## Principles Of Corporate Governance

Corporate governance principles for 2026 focus on creating long-term value through a structured framework of oversight and responsibility.



**1. Board Independence and Composition:** Boards should consist of a diverse mix of members with a significant proportion of independent directors. Independence ensures unbiased oversight and protects the company from conflicts of interest. Composition should also reflect a broad range of skills, experience, and perspectives to improve risk assessment and decision-making. Board Composition and Meetings.

- **Board Size:** Most boards consist of 4 to 12 directors. In specific jurisdictions like India, public companies must have at least 3 directors, while private companies require at least the maximum is typically 15, unless a special resolution is passed to increase it.
- **Independent Directors:** All listed companies must generally ensure at least one-third of their board members are independent.
- **Gender Diversity:** As of 2025, women held an average of 29% of board positions in OECD-covered jurisdictions, up from 22% in 2024. However, they hold only 10% of chair positions in large listed companies.
- **Meeting Frequency:** Regulations typically mandate a minimum of 4 board meetings per year, with a maximum gap of 120 days between consecutive meetings.
- **Committee Requirements**
- **Audit Committee:** Must typically comprise at least 3 directors, with independent directors forming the majority.
- **Nomination and Remuneration Committee:** Often requires 3 or more non-executive directors, where at least half must be independent.
- **Sustainability and Digital Governance**
- **Sustainability Disclosures:** By 2024, 91% of companies by market capitalization disclosed sustainability-related information globally, compared to 86% in 2022.
- **Virtual Meetings:** In 2025, 85% of jurisdictions allowed virtual-only shareholder meetings, and 94% allowed hybrid formats.
- **Financial Thresholds for Compliance (Example: India)**
- Specific public companies are required to have at least two independent directors if they meet any of the following:
  - **Paid-up share capital:** ≥ ₹10 crores.
  - **Turnover:** ≥ ₹100 crores. In 2026, corporate governance in India is characterized by a mature regulatory environment and a shift from a "compliance-only" mindset to one of strategic ethical leadership. Driven by the Companies Act, 2013, and SEBI (LODR) Regulations, 2015, the framework ensures transparency and accountability for all stakeholders.

**2. Transparency and Disclosure:** Companies are expected to provide timely, accurate, and clear information regarding financial performance, risks, and governance practices. Transparency builds trust with investors and allows stakeholders to make informed decisions.

**3. Accountability and Ethics:** Decision-makers must be answerable for their actions through performance evaluations and internal controls. Ethical governance requires embedding a code of conduct into the corporate culture to ensure integrity, compliance with laws, and fair treatment of all parties.

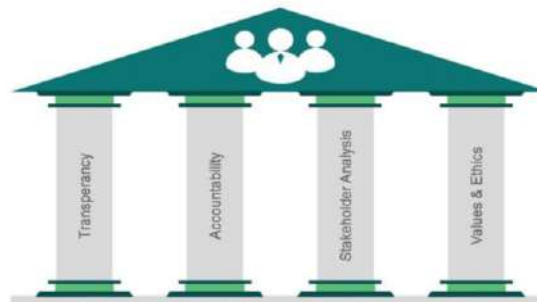
**4. Risk Management and Oversight:** Boards must proactively identify, assess, and mitigate strategic, financial, and operational risks. This includes establishing robust internal control systems and regular risk assessments to protect the organization's assets and reputation.

**5. Shareholders' Rights and Engagement:** Governance frameworks should protect equitable treatment for all shareholders, including minority holders. Engagement involves facilitating effective participation in general meetings, ensuring voting rights are proportional to economic interests, and maintaining open communication channels.

**6. Executive Compensation and Incentives:** Compensation structures should be transparent and aligned with the company's long-term strategy and performance. Incentives are designed to motivate executives to drive sustainable growth rather than just short-term gains.

**7. Stakeholder Engagement:** Modern governance shifts toward a stakeholder-centric approach, recognizing the interests of employees, customers, suppliers, and the community. Actively listening to and addressing stakeholder concerns fosters mutual understanding and supports long-term business resilience.

## Pillars of Corporate Governance



## Models

### 1. Indian Model (Mixed Model)

The Indian model is a hybrid that combines elements of the Anglo-American and German systems.

**Structure:** Shareholders select the board of directors, which is responsible for formulating policies and monitoring performance.

**Regulation:** Strongly influenced by the Securities and Exchange Board of India (SEBI) and the Ministry of Corporate Affairs to ensure transparency and protect small investors.

### 2. Anglo-American Model (Shareholder Model)

Primarily used in the United States, United Kingdom, Canada, and Australia, this model prioritizes the interests of shareholders.

**Structure:** It features a single-tier (unitary) board of directors elected by shareholders.

**Key Focus:** Maximizing shareholder value and ensuring transparent reporting

**Composition:** Boards typically include both executive (insiders) and non-executive (independent) directors, though there is an increasing push for a majority of independent members.

### 3. German Model (Continental/Two-Tier Model)

Common in Germany, Austria, and the Netherlands, this model emphasizes a multi-stakeholder approach.

**Structure:** A two-tier board system:

**Management Board:** Responsible for day-to-day operations.

**Supervisory Board:** Oversees the management board and is composed of shareholder representatives and employees (co-determination).

**Key Focus:** Long-term stability and social partnership between capital and labor.

### 4. Japanese Model (Business Network Model)

Rooted in the keiretsu system, this model focuses on long-term relationships between a network of companies and financial institutions.

**Structure:** Traditionally characterized by concentrated ownership among "main banks" and affiliated companies (cross-shareholding).

**Key Focus:** Collective success and loyalty within the business network rather than immediate shareholder profit.

**Composition:** Historically, boards were comprised almost entirely of insiders, though recent reforms have increased independent oversight.

## Key Trends & Areas of Focus:

- ❖ **ESG Integration & Sustainability:** ESG factors (Environmental, Social, Governance) are central, with pressure for robust reporting, linking executive pay to ESG metrics, and the 'G' leading the transformation.
- ❖ **Digital Transformation:** AI, big data, and digital tools are reshaping governance, from digital boardrooms and real-time analytics to automating compliance and enhancing data privacy.



- ❖ **Enhanced Stakeholder Focus:** A shift from shareholder primacy to broader stakeholder inclusivity (employees, community, regulators) is building trust.
- ❖ **Board Effectiveness & Diversity:** Increased scrutiny demands more time from directors, focusing on skills, diversity (gender, background), continuous learning, and succession planning.
- ❖ **Cybersecurity as a Board Priority:** Digital reliance makes robust cybersecurity and data privacy a critical governance issue.
- ❖ **Shareholder Activism & Scrutiny:** Activist campaigns remain high, with universal proxy rules increasing shareholder influence, demanding greater alignment and transparency from boards.
- ❖ **Regulatory Evolution:** Tightening regulations, especially in Asia (e.g., India), are pushing for better disclosures, independent director oversight, and improved practices.
- ❖ **Transparency & Accountability:** Calls for real-time reporting, improved disclosures, and verifiable data (like AI/blockchain for compliance) are increasing.
- ❖ **Ethical Conduct & Culture:** Greater emphasis on tying executive compensation to ethical behaviour and fostering strong internal controls

India's corporate ESG landscape saw rapid growth by 2025, with SEBI's mandatory Business Responsibility and Sustainability Reporting (BRSR) driving 88% of top firms to publish reports (up from <10%), while board diversity in Nifty 500 companies increased significantly, with women comprising over 18.5% of boards by 2025, showing strong regulatory impact on E, S, and G factors.

## ESG trends in India:

### 1. ESG Reporting Boom (Driven by SEBI):

**Regulatory Mandate:** The Securities and Exchange Board of India (SEBI) made BRSR mandatory for the top 1,000 listed companies starting FY 2022-23, replacing older guidelines.

**Massive Adoption:** This led to an explosion in sustainability reporting, with 88% of these companies' publishing reports by 2025, a huge jump from under 10% a decade earlier.

**Data-Driven Focus:** BRSR requires more detailed, data-based, and measurable ESG disclosures, moving beyond voluntary initiatives.

### 2. Increased Board Diversity (Nifty 500):

**Improved Representation:** Average board diversity in large Nifty 500 companies surpassed 18.5% women by 2025, a significant rise from 14% in 2020.

**Governance Focus:** This reflects growing emphasis on the 'G' (Governance) in ESG, promoting better gender balance at leadership levels.

### 3. Overall Impact:

**From Optional to Essential:** ESG reporting transformed from a voluntary activity to a measurable commitment for Indian corporates.

**Global Alignment:** These efforts align India's corporate standards with global ESG benchmarks.

**Focus Areas:** Key areas covered include carbon emissions, labour rights, board independence, and anti-corruption measures, according to sources like SCC Online articles and industry analyses.

## Challenges of corporate governance

Corporate Governance is important for the long-term sustainability of a company. There are some important challenges in the Corporate Governance space that should not be lost sight of as they pose continuing challenges to corporates. These are –

- **Asymmetry of information:** Asymmetry of information cannot be avoided. However, it should be reduced to the extent possible, among different stakeholders. Asymmetry can lead to persons with faster or better access to information taking undue advantage thereof, resulting in unjust enrichment of some persons.
- **Conflict of Interest:** Conflict of interest arises when a person/entity promotes his/her/its interest at the cost of that of the company. While law requires that conflict of interest should be avoided, identification and removal of conflict is not always easy.
- **Disclosure and transparency:** All material issues/ events related to a company should be disclosed in a timebound manner to the stakeholders of the company. Sometimes companies do not make true and complete disclosures, and are not transparent about some important affairs of the company. Transparency is a very important element for promoting Corporate Governance.
- **Separation between ownership and management:** Ownership and management are two different functions, and should not ideally reside in the same set of individuals. Lack of separation between these can sometimes lead to sub-optimal functioning of the management.
- **Board composition:** While the arithmetic of Board composition has been given in law and regulations, an optimal Board should factor in the right balance of executives and non-executives, and diversity of skills, experience, expertise, gender, age and geography. The Board should be composed based on the requirements of the company.



- Independence of the Board: For the Board to function effectively, it should be independent, both in letter and spirit. Failing this, the Board would end up rubberstamping management proposals. True independence is a state of mind. An independent Board is necessary to objectively hold management accountable.
- Board committees: Increasingly, the work of the Board would be done by committees, since the Board does not have adequate time to deep dive into individual items. It is important for the Board level committees to be rightly composed, and for them to meet with the frequency that is required for them to fulfil their objectives.
- Accountability: The management is accountable to the Board, and the Board in turn is accountable to the shareholders of a company. If either of them thinks of himself/herself as the owner, it will go against the grain of accountability.
- Checks and balances: Proper checks and balances, commensurate with the size of the corporate, should be in place. This includes putting in place proper SOPs and policies.
- Compliance with law and regulations: A good corporate should comply with laws and regulations. Failure to do so will invite severe negative consequences, including, but not limited to, legal proceedings. This could also result in an adverse impact to the reputation of the company.
- Minority shareholders and other stakeholders: A 'controlling shareholder' has significant powers and influence within a company. He/she/they may, at times, misuse this power, at the cost of minority shareholders and other stakeholders. While promoting the long-term interests of the company, it should be ensured that the interest of any shareholder, controlling or minority, is not oppressed. The same holds true for all the stakeholders of the company.
- Code of conduct or ethics: While profit-maximisation is an important goal of any company, companies should adopt ethical practices, which will promote reputation as well as the business prospects of the company.
- Risk management: A company operates in an environment of risk. The Boards and the Risk Management Committees (RMC) often fail to anticipate risks, and provide for their mitigation. While anticipated risks may be in the radar of the Board and RMC, unanticipated risks also need to be addressed, as and when they arise.
- Succession planning: A company is a "going concern". Lack of a proper succession planning policy/process can leave the company with no 'back-ups' as and when there are exits, whether planned or unplanned. Succession should be planned for both Board and senior management personnel.
- Corporate citizenship – With ESG becoming increasingly important, a company should be seen as being a good corporate citizen, by contributing proactively to society, and the environment. CSR, which is a mandatory requirement, is no longer adequate. Boards should have continued exposure to the practices of the company in this regard.
- Focus on human resources: Attrition levels, remuneration structure, employee friendly policies etc are all important factors that the Board should not lose sight of. It is the human resource capital that sets a company apart from its competitors. In Covid times, the importance of policies relating to human resources has increased.
- Remuneration structure: Most companies do not benchmark remuneration of senior management persons with industry standards. The performance of the company is also not taken into consideration. A proper compensation structure goes a long way in motivation and retention of employees. Ideally, a proper remuneration structure should factor both fixed pay and variable pay, linked to the performance of the company.
- None of these challenges can be ignored by a proactive Board. Absent the addressing of these, the Board will not be able to measure up to expectations.

## Conclusion

### Regarding its current state include:

**Robust Statutory Foundation:** The primary legal pillars are the Companies Act, 2013, and SEBI's (LODR) Regulations, which mandate independent directors, audit committees, and detailed disclosures.

**Empowerment of Independent Directors:** Independent directors are no longer passive observers; they act as "umpires" of ethical conduct, with recent reforms (such as dual approval for appointments) strengthening their ability to protect minority shareholders.

**Rise of ESG and Sustainability:** Modern governance focuses heavily on Environmental, Social, and Governance (ESG) metrics. The top 1,000 listed companies must now publish Business Responsibility and Sustainability Reports (BRSR), moving beyond purely financial performance to societal impact.

**Digitalization and Innovation:** Tools like AI and blockchain are increasingly used to monitor compliance and detect fraud in real-time. During the COVID-19 period, digital governance (virtual board meetings) became standardized, enhancing operational efficiency.

**Ongoing Challenges:** Despite progress, issues like promoter dominance (especially in family-owned firms), executive compensation misaligned with performance, and the "checkbox" approach to compliance still pose vulnerabilities.

**Future Outlook:** India aims to become a global leader in corporate governance by 2047. The future depends on fostering a voluntary culture of integrity that exceeds minimum legal requirements

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## Original Article

### An Analysis of the Effect of Digitalisation on Indirect Taxation in India

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**Abstract:**

India's tax system has seen a substantial transformation due to the digitalization of indirect taxation, which has improved efficiency, compliance, and transparency. Online tax filing tools and the Goods and Services Tax (GST) have simplified tax administration and decreased tax evasion. In order to identify potential and obstacles in the shift to a digital tax regime, this study looks at how digitalization affects enterprises, taxpayers, and government revenue.

**Keywords:** Digitalisation, Indirect Taxation, GST, Compliance, Transparency, Revenue Collection

**Introduction:**

Manufacturers, retailers, and governments collect indirect taxes on their behalf. Every nation and state has its own unique laws, which frequently alter as Product offerings change and adapt to the ever-changing economic environment. Both tangible and digital goods and services are subject to indirect taxes. There are two different kinds of taxes: direct taxes and indirect taxes. Individuals and companies pay the government directly based on their profits or revenue when they pay direct taxes, such as income tax and wealth tax. Sales of products and services are subject to indirect taxes, which are paid for by the client via the company. After that, the company remits the collected tax to the relevant tax body. Value-added tax (VAT) assessment and collection techniques are being redesigned by tax authorities worldwide, with e-reporting and e-invoicing taking the place of recurring, primarily paper-based compliance reports. Since the concept of a VAT initially gained traction in the 1960s, indirect tax compliance has seen the most significant modifications. We are seeing the emergence of what the Organization for Economic Co-operation and Development (OECD) refers to as digital or data-driven tax administration. According to an OECD study, the goal is a digital transition in which taxing eventually becomes "more of a seamless and frictionless process." A more networked and data-focused environment is being created by the transformation of tax, much as it did when digital change swept through other industries or corporate activities.

**Digitalization of Indirect Taxation:**

The tax authority may easily compare different data sources in a data-driven environment by reading actual numbers from the taxpayer's ERP system, for example, which they can now access in real time. They will simply impose additional taxes or prohibit any gaps or irregularities they find. Refunds—and in the event of a disagreement, they will place the onus of proof on the taxpayer. Businesses should embrace a radically different approach to tax compliance—thinking digitally—in order to confront such transformation. Manual procedures cannot be used to manage compliance under a digital regime. Beyond that, though, shifts in tax compliance should be viewed as a chance. The digitalization of other businesses and services can teach us valuable lessons. For taxes, a substantial digital effort is required, withThe

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tax authorities now have greater data visibility as a result of the digital transformation of information published on government portals, which speeds up default detection and subsequent action. The pattern that has significantly influenced the strategy used by tax officials. The transition from paper-based reporting to real-time digital reporting in its different forms, including e-invoicing, is known as indirect tax administration. The indirect tax system in India has undergone a radical change because to e-invoicing. The tax authorities receive real-time invoice-related data through e-invoicing. E-invoicing can help tax administrations close gaps, avoid voluntary oversights, improve risk management capabilities, and, of course, identify fraudulent transactions early on.

## Statement of the Problem

The process of completing tax forms and returns under both direct and income taxes should be digitalized with the aid of emerging technology due to the growing adoption of technology in every aspect of the economy. Nonetheless, the transformation becomes a The paperless system was not as simple as anticipated because there were numerous obstacles to overcome, including the fact that at least 25 to 30 percent of the nation's population was not as tech-savvy as the younger generation and that people who lived in rural areas of the country had difficulty accessing technological resources. Businesses can benefit greatly from digitization. The initial benefit of digitizing invoices (e-invoicing) is that firms may use digital technologies to ensure error-free compliance; government and tax consultants have also benefited greatly. Digitization has created doors for numerous entrepreneurs, rather than limiting the number of big businesses that could try to reach the global market. These companies require precise data insights in order to stay ahead of the curve, aim for seamless tax compliance, and use it to achieve their business goals. They may make well-informed judgments about where the gaps are and what steps should be taken to close them with the aid of concise and thorough insights into ITC leakages and the resulting working capital loss.

## Objectives

1. To examine how digitalization affects India's indirect tax administration.
2. To evaluate how digital tax platforms and GST affect tax evasion and compliance.
3. To determine the difficulties that taxpayers and businesses are facing as a result of digital tax reforms.
4. To make recommendations on ways to improve the efficiency of digital taxation.

## Data Sources

The data used in this study came from both primary and secondary sources. Primary data is gathered through direct observation and communication with auditors, tax officials, small business owners, and GST taxpayers. The District Industrial Center (DIC), research articles, standard textbooks, publications, and websites are the sources of secondary data.

## Literature review

Numerous studies emphasize the advantages of digital taxes, including decreased human interference, increased transparency, and more effective tax collection. But issues including cyber security threats, technical flexibility, and small business compliance requirements. There are still businesses. The paper examines previous studies on India's shift to digital taxation and contrasts them with worldwide patterns.

## Impact of Digitalization of Indirect Taxation

1. Expanding the Tax Base Data-centric strategies can expand tax bases without necessarily raising tax levels.
2. Requiring online marketplaces to disclose sales in order to collect VAT and customs taxes is one possible measure.
3. Examining previous tax returns filed under ongoing stimulus programs to confirm compliance.
4. Matching taxpayer data with the land registry to help collect property taxes.
5. Boost Trust and Clarity

The implementation of electronic platforms for tax registration, filing, payment, and dispute resolution facilitates citizens' navigation of these procedures, ensures that tax payments are deposited into legitimate government accounts, and reduces the possibility of authorities abusing their discretion.

## 6. Increasing the Effectiveness of Administration

Governments will noticeably increase their efficiency as they gain proficiency with IT. AI-enabled data collection can be used by nations who are just beginning their digital shift to paper records for quicker digitization and information dependability; others benefit from streamlined processes or comparing submitted statements to datasets from third parties.

Using advanced analytics to identify underreporting will be crucial for advanced tax administrations. Some administrations might reevaluate how they balance onsite and offsite audits as an extra value driver in light of the current financial volatility.

## Suggestion for Indirect Taxation Digitalization

The researcher must watch the auditor's talk. Based on her observations, she suggests the following points.

1. Enforcing tax laws without impeding the growth of the digital economy.
2. Establish a welcoming atmosphere for global commerce.



3. Verify that the new VAT payers are adhering to their formal duties.
4. Make it easier for subsidiary withholding agents to fulfill their duties.
5. Describe transactions accurately.

### Suggestions:

The Study identified the following proposals to improve the tax enforcement technology of the government:

1. Digitalization may provide the government with greater information on individual consumption, such as due to increased use of digital payment methods and the phasing out of cash payments.
2. Information about wealth (traded and non-traded assets, homeownership, pensions) and capital revenues (interest, dividends, capital gains, property income, pension accrual) can be generated and improved with the aid of digitalization.
3. By establishing worldwide registries for capital incomes and asset ownership, international information interchange can be automated and enhanced.
4. Financial institutions can now better serve the government as third-party reporters on capital incomes and wealth thanks to digitalization.
5. By using electronic payment information (such as debit and credit card purchases), consumers can function as third-party reporters for the sales tax or VAT.

### Conclusion

By modernizing taxation, increasing tax compliance, and decreasing tax evasion, digitalization of tax changes seeks to strengthen a nation's economy as a whole. By remaining knowledgeable of these developments, companies may more effectively adjust to the changing tax environment and guarantee adherence to the most recent rules. Businesses operating in today's global market must comprehend indirect taxes and their ramifications. Businesses may better manage complex tax regulations and maintain compliance by learning about the many forms of indirect taxes, such as sales tax, VAT, and GST, and by keeping up with the most recent changes to tax laws.

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## Original Article

### Digital Wallets and Cashless Payments: A New Era in Commercial Practices

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**Abstract:**

*In recent years, commerce has experienced a significant transformation due to rapid technological development. One of the most important and visible changes is the rise of digital wallets and cashless payment systems. Digital wallets allow users to store money electronically and make payments through mobile phones, computers, or other digital devices. Cashless payments reduce the use of physical currency and promote faster, safer, and more convenient transactions. This paper examines digital wallets and cashless payments as a major recent trend in commerce, focusing on their growth, importance, benefits, challenges, and future prospects. The study explains how factors such as increased smartphone usage, internet availability, government initiatives, and changing consumer behavior have accelerated the adoption of digital payment systems. Digital wallets have simplified everyday transactions for individuals and improved operational efficiency for businesses. They reduce transaction time, lower cash-handling costs, and increase transparency in financial activities. For consumers, they offer convenience, security, and access to rewards and discounts. This paper also discusses the impact of digital wallets on modern commerce, especially in developing economies, where cashless systems are reshaping retail, banking, and service sectors. Finally, the study highlights future trends such as biometric payments, artificial intelligence-based fraud detection, and integration with wearable devices. The paper concludes that digital wallets and cashless payments will continue to play a crucial role in shaping the future of commerce by making transactions more efficient, transparent, and inclusive.*

**Keywords:** Digital Wallets, Cashless Payments, Digital Commerce, Financial Technology, UPI, Mobile Payments

**Introduction:**

Commerce is the backbone of any economy, as it involves the exchange of goods and services between buyers and sellers. Traditionally, commerce relied heavily on physical money, face-to-face transactions, and manual record-keeping. However, the rapid growth of technology has changed the way commerce operates. One of the most significant recent developments in commerce is the shift from cash-based transactions to digital and cashless payment systems. Digital wallets and cashless payments have become common in everyday life. People now use mobile phones to pay for groceries, transportation, education fees, utility bills, and even street-side purchases. This shift reflects a broader transformation in consumer behavior and business practices. Customers prefer fast, safe, and convenient payment methods, while businesses seek efficient systems that reduce operational costs and improve customer satisfaction. The growth of digital commerce, e-commerce platforms, and online banking has further supported the use of digital wallets. Governments and financial institutions have also encouraged digital payments to improve transparency, reduce black money, and promote financial inclusion. In many countries, digital payment systems are considered essential tools for economic development. This paper focuses on digital wallets and cashless payments as a recent trend in commerce. It aims to explain their meaning, growth drivers, advantages, challenges, and impact on businesses and consumers. The study also explores future possibilities and technological innovations related to digital payment systems.

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## Concept of Digital Wallets and Cashless Payments:

A digital wallet is an electronic application or software that allows users to store money digitally and make payments without using physical cash. It can be linked to bank accounts, debit cards, or credit cards. Digital wallets are commonly used through smartphones, tablets, or computers.

Cashless payments refer to any transaction that does not involve physical currency. These payments can be made using digital wallets, UPI systems, mobile banking apps, cards, QR codes, or online payment gateways. The main purpose of cashless payments is to make transactions faster, safer, and more efficient.

## Digital wallets offer multiple services, such as ;

- Online and offline payments
- Money transfers
- Bill payments
- Ticket booking
- Recharge services

Examples of digital wallets include mobile-based wallets, bank-supported payment apps, and international platforms used for online commerce.

Cashless payments are becoming popular because they reduce dependency on cash and simplify financial transactions. They also create digital records, which help in better financial management for individuals and businesses.

## Objectives of the study:

1. To understand why digital wallets are becoming popular in modern commerce.
2. To analyze the role of technology in promoting cashless transactions.
3. To examine the benefits of digital payments for consumers and businesses.
4. To identify the problems faced while using digital wallets.
5. To study the future scope of digital wallets in the commerce sector.

## Digital Payment Technologies:

Digital wallets and cashless payments mark a new era in commercial practices by enabling fast, secure, and convenient digital transactions. As shown in the chart, technologies such as card payments, e-payments, mobile payments, and cryptocurrencies allow users to make payments without physical cash. Digital wallets like Google Wallet, Apple Pay, UPI apps, and GoPay support online purchases, P2P fund transfers, and contactless payments. This shift improves efficiency, transparency, and financial inclusion, transforming the way businesses and consumers interact in the modern digital economy.

## Factors Driving the Growth of Digital Wallets:

### 1. Technological Advancement:

The availability of smartphones, high-speed internet, and affordable data plans has played a major role in the growth of digital wallets. Advanced mobile applications are easy to use and accessible to a wide range of users.

### 2. Government Initiatives:

Many governments promote cashless payments to increase transparency and reduce illegal financial activities. Digital payment policies, awareness campaigns, and incentives have encouraged people to adopt digital wallets.

### 3. Changing Consumer Behavior:

Modern consumers prefer quick and contactless payment methods. Busy lifestyles and the growth of online shopping have increased the demand for digital payment solutions.

### 4. Growth of E-Commerce:

The rapid expansion of e-commerce platforms has made digital payments essential. Online shopping depends heavily on digital wallets and online payment systems.

### 5. COVID-19 Impact:

The pandemic increased awareness of contactless payments. Health concerns encouraged people to avoid physical cash and use digital payment methods.

## Role of Digital Wallets in Modern Commerce:

Digital wallets play an important role in transforming commerce by improving transaction efficiency and customer experience. For businesses, digital payments reduce cash handling, minimize errors, and speed up the checkout process. Small and large businesses alike benefit from improved sales tracking and data analysis.

Retailers use digital wallets to offer discounts, loyalty rewards, and personalized offers. Service sectors such as transportation, education, healthcare, and hospitality have also adopted digital payment systems.

For consumers, digital wallets provide convenience and security. Payment history helps users track expenses and manage budgets. Digital wallets also support financial inclusion by allowing people without traditional banking access to participate in the digital economy.

## Advantages of Digital Wallets and Cashless Payments:



## 1. Convenience:

Payments can be made anytime and anywhere using mobile devices.

## 2. Speed:

Transactions are completed within seconds, reducing waiting time.

## 3. Transparency:

Digital records improve accountability and reduce tax evasion.

## 4. Cost Reduction:

Businesses save costs related to cash handling and management.

## 5. Financial Inclusion:

Digital wallets help bring unbanked populations into the financial system.

## Challenges and Limitations:

Despite benefits, digital wallets face several challenges:

1. Lack of digital literacy
2. Cybersecurity risks
3. Internet connectivity issues
4. Resistance to change
5. Privacy concerns

Rural areas and older populations often face difficulties in adopting digital payment systems. Building trust and awareness is essential for wider acceptance

## Future Trends in Digital Payments:

Future developments in digital payments include:

- Biometric authentication
- Artificial intelligence for fraud detection
- Integration with wearable devices
- Smart financial management tools
- Cross-border digital payments

These innovations will further strengthen digital commerce and improve user experience

## Findings:

1. Digital wallets make payments fast, easy, and convenient.
2. Increased smartphone usage has boosted digital payment adoption.
3. Cashless payments reduce the need for physical cash.
4. Businesses benefit from lower transaction and cash-handling costs.
5. Digital payments improve transparency and record-keeping.
6. Many users prefer digital wallets due to rewards and cashback offers.
7. Cybersecurity and fraud risks are major concerns.
8. Lack of digital knowledge limits usage among rural and elderly people.

## Suggestions:

1. Conduct digital awareness programs to educate people about cashless payments.
2. Improve internet connectivity in rural and remote areas.
3. Strengthen security systems to protect users from online fraud.
4. Encourage small traders to adopt digital payment methods.
5. Provide simple and user-friendly payment applications.
6. Government should support digital payment systems through policies and incentives.
7. Regular training should be given to users and business owners.

## Conclusion

Digital wallets and cashless payments represent a major recent trend in commerce. They have transformed the way businesses operate and consumers make payments. Although challenges exist, continuous technological improvement and policy support will drive further adoption. Digital payment systems will play a key role in shaping the future of commerce by making transactions faster, safer, and more inclusive.

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## Original Article

### Opportunities and Challenges of Goods and Services Tax (GST) in India

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#### Abstract

*The Goods and Services Tax (GST) is consider as one of the most important reform in indirect tax system of India with the objective of creating a unified, efficient and transport taxation system. GST Implemented in July 2017, the earlier system of indirect taxation had a multiplicity of taxes levied by the central government and state governments. This had led to Complex and conflicting principles in the indirect tax system, adding to the multiple compliances and total costs. There was no uniformity in a tax rates and structure across the states. There was cascading of the taxes due to tax and tax effect. GST replaced a complex structure of multiple indirect taxes such as excise duty, service tax, value added tax, and central sales tax. By subsuming these taxes, GST aimed to simplify the tax structure, eliminate the cascading effect of taxation and promote the concept of "One Nation, One Tax." This paper provides a theoretical analysis of the challenges and opportunities associated with the of GST in India. On the opportunity side, GST has contributed to greater transparency, simple structure, tax payers friendly, improved tax compliance and enhanced ease of doing business through a technology-driven system. The introduction of input tax credit across the supply chain has reduced the overall tax burden on consumers and improved operational efficiency of an organization. GST has also facilitated seamless interstate trade, strengthened formalization of the economy, and expanded the tax base. However, despite its potential benefits, the implementation of GST has posed several challenges. Multiple tax slabs, frequent changes in rules, dual control, change in software and complex return filing procedures have created difficulties. Technical issues related to the GST portal, lack of awareness among taxpayers, and increased dependence on digital infrastructure have further added to implementation concerns. The study is based on secondary data collected from reputed journals, government reports and academic literature and books. It concludes that while GST offers substantial long-term opportunities for economic growth and revenue efficiency, addressing operational challenges through policy stability, simplification of procedures, and capacity-building measures is essential to realize its full potential in India's evolving tax landscape.*

**Key Word:** GST, aIndirect tax, Economic growth, ITC

#### Introduction

The Goods and Services Tax (GST) represents one of the most significant indirect tax reforms in the economic history of India. Union Minister Shri P. Chidambaram, in the central budget (2007-08) announced that GST would be introduced from April 1, 2010. Since then, GST missed several deadlines and continued to be shrouded by the clouds of uncertainty. The talks of ushering in GST, however, gained Momentum in the year 2014 when the government tabled the Constitutional (Amendment Bill) 2014 and GST in the Parliament and became the constitutional (101st Amendment) Act, 2016, which paved the way for the introduction of GST in India and implemented on 1st July 2017, GST replaced a complex and conflicting principles of multiple indirect taxes levied by the Central and State Governments, such as excise duty, service tax, luxury tax, entertainment tax, value added tax (VAT), octroi, and entry tax. The primary objective of introducing GST was to create a unified national market by eliminating the cascading effect of taxes and ensuring seamless flow of input tax credit across goods and services. GST is a value added tax levied

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on manufacture, sale and consumption of goods and services it is a destination based tax on supply of goods and services levied at all stages, right from manufacturer up to final consumption with credit of tax paid On previous stages available as a set-off. GST would accrue to the taxing authority which has jurisdiction over the place of supply and it offers continuous chain of tax credits from the producer's point or service provider's point upto the retailer's level or consumer's level thereby taxing only the value added at each stage of supply chain. Since only the value added at each stage is taxed under GST, there is no tax and tax or cascading of taxes under GST system. GST does not differentiate between goods and services and thus the two are taxed at a single rate. The state from which goods are supplied will not get any tax if goods are consumed in another state. According to the principal of destination all goods and services are taxed if they are consumed within the country. Due to this principal export are exempted and imports are subject to tax. Further in federal set up to like India destination principle is preferred for taxation of supply consumed within the various states of the country.

## Meaning

GST means a tax on supply of goods or services or both levied by central and state governments in India.

## Objectives

- 1) To analyze the opportunities created by GST in India.
- 2) To examine the major challenges of GST in India

## Research Design

The present study is primarily based on secondary data. Relevant information has been collected from government publications, reports of the GST Council, research articles, journals, books, newspapers and reliable online sources.

## Opportunities of GST in India

### 1) Unified National Market

GST aims to make India common market with common tax rates and procedures and remove the economic barriers, thus paving the way for an integrated economy at National level. Earlier, different types of state taxes and entry barriers increased transaction costs and delayed in the movement of goods and services. GST has removed these barriers, enabling seamless inter-state trade and helping businesses operate on a national scale. This integration strengthens internal trade and contributes to economic growth.

### 2) Elimination of Cascading Effect of Taxes

One of the most important benefit from GST is the availability of Input Tax Credit (ITC) at every stage of the supply chain. Taxes paid on raw materials, work in progress and intermediate goods can be set off against the final tax liability. This prevents tax-on-tax, reduces the cost of production and leads to more competitive pricing of goods and services. For example, if a manufacturer pays GST on raw materials and then charges GST on the finished product, the tax paid on raw materials can be deducted from the tax collected on the final product. This avoids double taxation and reduces the overall tax burden. By eliminating the cascading effect, GST helps in reducing the cost of production and benefiting consumers through lower prices. It also makes Indian goods and services more competitive in domestic as well as international markets, thereby supporting economic growth.

### 3) Boost to 'Make in India' initiative

GST will give a major boost to the make in India initiative of the Government of India by making goods and services produced in India, simplification of procedures, reduces costs and competitive in a national as well as international market. Average tax burn on producers or manufacturers has come down which is to bring down the prices and lower prices mean more consumption which in turn more productivity and thus helping in growth of Indian industries. These measures collectively aim to attract domestic production and foreign investment, support the "Make in India" initiative, and position India as a competitive global manufacturing hub.

### 4) Export from India are zero rated

Under the GST law, exports are treated as zero-rated supplies, not exempt supplies. Although the outward supply is taxed at 0%, exporters are allowed to claim Input Tax Credit (ITC) and obtain refunds. This ensures that taxes do not get embedded in export prices, making Indian goods and services more competitive in international markets. More efficient neutralization under GST especially for exports, thereby making products more competitive in global markets it leads to increase production and boost exports front India. The zero-rating of exports aims to promote foreign trade, boost India's export competitiveness, and support initiatives like "Make in India" and "Atmanirbhar Bharat."

### 5) Increased transparency

One of the most important opportunities created by GST in India is increased transparency in the tax system. GST is a technology-driven tax regime where all transactions are recorded digitally through the GST Network (GSTN). Every registered taxpayer is required to issue tax invoices, file regular returns, and report details of sales and purchases online. This creates a clear and verifiable trail of transactions across the entire supply chain. The system of invoice matching under GST plays a crucial role in enhancing transparency. Input Tax Credit (ITC) can be claimed only when the supplier has uploaded the invoice details and paid the tax. This interlinking of buyer and seller data reduces the scope for fake invoices, underreporting of sales, and tax evasion. As a result, both businesses and tax authorities can easily

track transactions. GST also reduces human intervention and errors by shifting processes such as registration, return filing, tax payment, refunds, and assessments to an online platform.

## **6) Increase government revenue**

One of the major opportunities of GST in India is its potential to increase government revenue for both the Central and State Governments. GST broadens the tax base by collecting a large number of businesses from the unorganized and informal sectors into the formal sector. Mandatory registration, invoice-based transactions, and digital record-keeping ensure that more economic activities come under the tax net. GST improves tax compliance through a technology-driven framework. The system of invoice matching, e-way bills, and real-time data reporting reduces tax evasion and underreporting of sales. Since Input Tax Credit (ITC) can be claimed only when taxes are properly paid and reported by suppliers, businesses are encouraged to comply voluntarily, leading to higher tax collection. Another factor contributing to increased revenue is the reduction in leakage and corruption. Although initial implementation challenges affected revenue in the short run, GST is expected to generate stable and sustainable revenue in the long term.

## **7) Formalization of Indian economy**

GST has played a significant role in encouraging the formalization of the Indian economy, which traditionally had a large informal and unorganized sector. Under GST, businesses are required to register, issue tax invoices, and maintain proper accounts and digital records. These requirements motivate informal enterprises to enter the formal tax system in order to continue business operations and remain competitive. The mechanism of Input Tax Credit (ITC) strongly promotes formalization. Businesses can claim ITC only when their suppliers are registered under GST and have uploaded valid invoices. This creates a chain effect where firms prefer to deal with compliant and registered entities, gradually pushing informal businesses to formalize themselves. GST's emphasis on digitization, such as online return filing, e-invoicing, and e-way bills, further integrates businesses into the formal financial system. Once formalized, businesses gain better access to bank credit, insurance, government schemes, and subsidies, which were earlier difficult to find in informal entities.

## **Challenges of GST in India**

### **1) Multiple tax rates**

GST in India has multiple tax slabs including 0%, 5%, 12%, 18%, and 28% along with exemptions, deductions and special rates. This makes classification of goods and services complicated and often leads to confusion and disputes. Frequent rate revisions and updates related to procedures further increase uncertainty for businesses and consumers. New businesses and small business face difficulties related to adoption of exact rate of tax and adopt price for goods and services. Similarly or closely related goods fall in different categories of tax and increases cost. Multiple tax rates also increase the administrative burden for both businesses and tax authorities. Companies must maintain detailed records and apply different rates to different products, which complicates invoicing and accounting systems. For small and medium enterprises, this complexity increases dependence on tax consultants and raises operational costs.

### **2) High compliance burden**

The GST system is entirely technology-driven, making digital literacy essential for compliance. Many small traders and businesses, especially in villages, rural and semi-urban areas, face difficulties in using the online GST portal. As a result, they often depend on tax professionals, which increases total cost and reduces profitability. Frequent changes in GST rules, return formats and filing procedures further complicate compliance. Businesses must constantly update their accounting systems and stay informed about regulatory changes, making long-term planning difficult. Delays or errors in filing returns can attract penalties and interest, adding financial pressure. The requirement of invoice matching for Input Tax Credit (ITC) also adds to the compliance burden. If suppliers fail to upload correct invoice details or pay taxes on time, buyers may lose ITC benefits, even if they have complied fully. This creates additional monitoring responsibility for businesses.

### **3) Impact on Small and Unorganized Businesses**

Many small businesses lack the technical knowledge or resources to comply with the online GST system. Filing multiple returns, maintaining proper accounts, and reconciling Input Tax Credit (ITC) can be overwhelming for them. This often results in additional costs, dependence on tax consultants, or risk of penalties for errors or delays. To address these concerns, the government introduced composition schemes under GST, allowing small businesses with turnover below a certain threshold to pay tax at a fixed percentage of turnover instead of following full GST procedures. While this simplifies compliance, it limits the ability to claim ITC, reducing competitiveness compared to fully registered businesses. Furthermore, unorganized businesses face cash flow pressures due to upfront payment of GST on purchases before claiming ITC, which can affect their working capital. Some sectors also experience higher tax rates under GST compared to the pre-GST regime, increasing the cost of goods or services and impacting profitability.

### **4) Lack of knowledge and awareness**

Another major challenge of GST in India is the lack of awareness and proper training among taxpayers and businesses. GST is a relatively new and technology-driven tax system that requires businesses to understand concepts like Input Tax Credit (ITC), tax slabs, invoice matching, and digital return filing. Many small and medium enterprises (SMEs),



traders, and unorganized sector businesses, particularly in rural and semi-urban areas, are not fully aware of these procedures. This lack of knowledge often leads to errors in registration, tax classification, invoice generation, and return filing, which can result in penalties, interest, or denial of ITC. Frequent amendments in GST rules and changes in filing formats further increase confusion, even for businesses that try to adjust. The challenge is compounded by insufficient training programs and support for taxpayers. Although the government has conducted workshops and online tutorials, many businesses still struggle to navigate the digital GST system due to low digital literacy. For example, businesses without proper knowledge of e-invoicing or e-way bills may face delays in claiming ITC or transporting goods across states.

## 5) Frequent policy changes

A significant challenge in the implementation of GST in India is the frequent changes in policies, rules, and tax rates. Since its rollout in 2017, the GST Council has periodically revised tax slabs, introduced new forms, updated return filing procedures, and amended compliance rules to address practical difficulties and sector-specific concerns. While these changes aim to make GST more efficient, they often create confusion and uncertainty for businesses. Companies must constantly monitor updates to ensure compliance, which increases administrative workload and compliance costs. Frequent policy changes can also disrupt accounting systems, invoicing practices, and tax planning strategies, especially for businesses operating in multiple states or dealing with complex supply chains.

For small and medium enterprises (SMEs) and unorganized businesses, adapting to frequent policy changes is particularly challenging. They often rely on tax consultants to understand the amendments, which increases operational costs. Delays or errors in compliance due to lack of awareness of new policies can result in penalties, interest, or denial of Input Tax Credit (ITC), affecting cash flow and profitability.

## Conclusion

The Goods and Services Tax (GST) is one of the most significant tax reforms in India, aiming to simplify the indirect tax system, eliminate the cascading effect of taxes, and create a unified national market. Since its implementation in 2017, GST has provided numerous opportunities for economic growth and improved governance. It has enhanced tax transparency through a technology-driven system, promoted formalization of the economy, and expanded the tax base by bringing unorganized and small businesses into the formal sector. By allowing Input Tax Credit (ITC) at every stage, GST has reduced production costs, increased competitiveness, and supported the “Make in India” initiative and exports. Furthermore, GST has improved ease of doing business and encouraged the adoption of digital platforms, contributing to long-term efficiency and revenue growth for both Central and State Governments. Despite these advantages, GST faces several challenges that affect its full potential. The complex tax structure, multiple tax slabs, and frequent policy changes create confusion and compliance difficulties for businesses. The high compliance burden and technological issues with the GST Network particularly impact small and unorganized enterprises, while delays in claiming ITC affect working capital. Lack of awareness, training, and digital literacy further hinders smooth implementation. Moreover, revenue concerns for states and inflationary pressures in certain sectors pose additional challenges. However, addressing its implementation challenges—through simplification of tax rates, improved training, digital support, and stable policies—is essential to ensure that GST achieves its long-term objectives of efficiency, equity, and sustainable economic growth.

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## Original Article

### Innovative Practices in Commerce and Management

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**Abstract**

*Marketing Management is a comprehensive and the systematic process that focuses on planning, organizing, directing, and controlling marketing activities to satisfy customer needs and achieve organisational goals. It involves identifying target markets, understanding consumer behaviour, designing appropriate products and services, setting competitive prices, selecting effective distribution channels, and promoting products through suitable communication strategy. In today's dynamic business environment, marketing management focuses not only on sales and profits but also on building long-term customer relationships, brand value and trust. With the influence of technology and globalization, modern marketing management emphasizes market research, digital marketing, customer relationship management helps organizations gain a competitive advantage, adapt to changing consumer preferences, and ensure sustainable growth in the long run. In today's competitive business environment, marketing management plays a vital role in increasing sales, market share, and profitability. It helps organizations adapt to changing consumer preferences and market conditions. Based on this analysis, suitable products and services are developed to create value of customers. Marketing management used for pricing decisions, promotional strategies & efficient distribution systems to deliver product to the right customer at the right time. It begins with identifying and analysing consumer behaviour, market trends and competitive conditions through effective market research. Based on this analysis, organisations design and develop products and services that provide superior value to customers. Marketing management also involves important decisions related to pricing, promotion, and distribution to ensure that products reach the right customers at the right time and at an appropriate cost.*

**Key points:** Customer – centric Approach: The main aim is to satisfy customer needs and wants better than competitors. Value Creation: Marketing management focuses on offering products\ services that deliver value to customers. Planning and Execution: It involves designing marketing strategies planning marketing programs, and implementing them effectively. Profitability Goal: While serving customers, marketing management also ensures business objectives like sales growth and profitability.

**Introduction:**

Marketing management deals with the systematic approach to managing an organization's marketing activities in order to operate efficiently in the marketplace. It focuses on translating market opportunities into practical actions that help businesses reach their customers and achieve desired outcomes. Rather than giving an overview, this section highlights the operational and strategic role of marketing in business decision-making. The scope of marketing management extends to analysing market conditions, designing suitable strategies, and coordinating various marketing functions within the organization. It serves as a guiding framework for aligning products and services with market demand while ensuring effective utilization of resources. In the present business scenario, marketing management supports organizations in responding to competition, changing consumer preferences, and market uncertainties in a structured manner. Thus, marketing management acts as a core managerial activity that bridges market realities with organizational planning and execution.

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## Concept and Scope of Marketing Management

Marketing management is the art and science of choosing target markets and getting keeping, and growing customers through creating, delivering, and communicating superior value.

## Scope of Marketing Management

The scope defines the areas or activities covered under marketing management. It's broad and includes both strategic and operational aspects:

### 1. Market Research & Analysis:

- Studying customer behaviour, preferences, and market trends.
- Identifying opportunities and threats in the market.

### 2. Product Management:

- Deciding what products or services to offer.
- Designing, branding, and managing the product life cycle.

### 3. Pricing Decisions:

- Setting the right price based on costs, competition, and customer perception of value.

### 4. Promotion & Communication :

- Advertising, sales promotion, public relations, and digital marketing to inform and persuade customers.

### 5. Distribution (Place):

- Ensuring products reach the customer efficiently through proper channels (retail, online, wholesalers).

### 6. Sales Management:

- Planning and controlling the sales force, setting targets, and motivating the team.

### 7. Customer Relationship Management (CRM):

- Maintaining long – term relationships and loyalty through after-sales service and engagement.

### 8. Strategic Planning:

- Formulating long – term marketing strategies aligned with organisational goals.

### 9. Social & Ethical Marketing:

- Considering societal welfare, sustainability, and ethical issues in marketing decisions.

## Evolution of Marketing

The evolution of marketing explains how marketing thinking has changed over time according to market conditions, customer needs, and competition. It has passed through five main stages:

### 1. Production Concept

This is the earliest stage of marketing evolution.

- Focus : Mass production and availability
- Belief: customers prefer products that are cheap and easily available.
- Management emphasis: production efficiency and cost reduction.

Example: Early automobile industry (Ford Model T)

Limitation: Customer preferences were ignored.

### 2. Product Concept

At this stage, the focus shifted to product quality.

- Focus: Better quality, features, and performance.
- Belief: Customers prefer high-quality products.
- Management emphasis: Continuous product improvement.

Example: High-end electronic goods.

Limitation: Marketing myopia.

### 3. Sales Concept

This third stage the focuses on aggressive selling and promotional activities to increase sales volume.

- Focus : Selling and promotion
- Belief: Consumers must be persuaded to buy
- Management Emphasis: Advertising and aggressive selling.

Example: insurance sales

Limitation: short-term sales focus.

### 4. Marketing concept:

It is the stage where firms identify customer needs first and then produce the goods to satisfy those needs profitably.

- Focus: Customer needs and satisfaction.
- Belief: Profit through customer satisfaction
- Management Emphasis: Market research and coordination



Example: Amazon

Limitation: costly process

## 5. Societal concept:

It is the stage where firms aim to satisfy customer needs while also protecting social welfare and the environment.

- Focus: consumer and social welfare
- Belief: balance profit, customer, and society.
- Management Emphasis: Ethics and sustainability

Example: Eco-friendly companies

Limitation: Higher costs.

## Core Functions of Marketing Management

❖ Marketing analysis and research: market analysis involves studying consumer needs, preferences, market trends, and competitors. Marketing research helps management to identify opportunities and challenges, enabling informed decision-making.

1. Marketing Planning: includes setting marketing objectives and formulating strategies to achieve them. It involves decisions related to target markets, product positioning, pricing, promotion, and distribution.
2. Product planning and development: This function focuses on designing products that satisfy customer needs, it includes product designs, quality, branding, packaging, and product line decisions.
3. Pricing decisions: pricing involves fixing the price of products and services based on cost, demand, competition, and market conditions. Proper pricing helps in maximizing sales and profits.
4. Promotion and communication: promotion includes advertising, sales promotion, public relations, and personal selling. The aim is to inform, persuade, and remind customers about product and services.
5. Distribution and channel management: This function deals with selecting and managing distribution channels to ensure smooth flow of goods from producers to consumers .It includes wholesaling, retailing, transportation, and logistics.
6. Sales management: involves planning, organizing, and controlling sales activities.it focuses on achieving sales targets, managing sales force, and maintaining customer relationships.
7. Customer relationship management: marketing management emphasizes building long-term relationships with customers through satisfaction, trust, and loyalty. It helps in customer retention and repeat business.
8. Control and evaluation: This function involves monitoring marketing performance, comparing actual results with planned objectives, and taking corrective actions when necessary.

## Market Segmentation and Targeting Market Segmentation:

Market segmentation is the process of dividing the total market into smaller, homogeneous groups of consumers who have similar needs, preferences, or characteristics.

1. Geographic segmentation – division the total market based on location such as country, region, climate, or city.
2. Demographic segmentation – segmentation based on age, gender, income, education, occupation, and family size.
3. Psychographic segmentation – based on lifestyle, personality, values, and social class.
4. Behavioural segmentation – based on consumer behaviour such as usage rate, benefits sought, brand loyalty, and purchase occasion.

## Market Targeting:

Market targeting refers to the process of evaluating different market segments one or more segments to serve.

1. Undifferentiated marketing – one product and one marketing strategy for the entire market.
2. Differentiated marketing – different marketing strategies for different market segments.
3. Concentrated marketing – focusing on a single, specific market segment.
4. Micromarketing- customizing products and marketing efforts for individual customers or local markets.

## Marketing Mix (4ps):

The marketing mix refers to a combination of controllable marketing variables that a company uses to satisfy customer needs and achieve its marketing objectives.

1. Product: refers to the goods or services offered by a company to satisfy customer needs. It includes product design, quality, features, branding, packaging, and after-sales service. A product should provide value and meet customer expectation.  
Ex: Samsung offers smartphones with different features, models, and price ranges to suit various customer segments.
2. Price: is the amount of money customers pay to purchase a product or service.  
Ex: Reliance Jio initially offered low pricing to attract customers and gain market price.
3. Place (distribution): refers to the activities involved in making the product available to customers at the right place and at the right time.

Ex: Amul uses an efficient distribution network to make its products available across India, including rural areas.

4. Promotion: involves activities that communicate product information and persuade customers to buy the product

### Consumer Behaviour in Marketing

Consumer behaviour refers to the study of how individuals, groups, or organisations select, purchase, or organisations select, purchase, use, and dispose of products, services, ideas, or experiences to satisfy their needs and wants.

1. Psychological factors – Includes motivation, perception, learning beliefs, and attitudes.
2. Personal factors- age, income, occupation, lifestyle, and personality influence buying decisions.
3. Cultural factors- culture, subculture, and social class shape consumer values and preferences.
4. Consumer buying – need recognition, information search, evaluation of alternatives, purchase, and post- purchase behaviour.
5. Role of marketing mix – product, price, and promotion influence consumer behaviour.
6. Customer satisfaction & loyalty- positive experience leads to repeat purchases and brand loyalty.

### Branding and Brand Management

A brand is a name, symbol, logo, design, or combination that identifies a product or service and differentiates it from competitors.

Brand management refers to the planning, development, and control of a brand to build a strong brand image and long-term value. Branding helps create recognition, trust, customer loyalty, and competitive advantage in the market.

- Brand elements- brand name, logo, trademark, slogan, packaging, and brand colours
- Brand equity - is the value added to a product due to its brand name, reputation, and customer perception.
- Brand identity – represents how a company wants its brand to be perceived by consumers.
- Brand image- is the perception of the brand in the minds of consumer's mind compared to competitors.
- Brand positioning- means creating a unique place for the brand in the consumer's mind compared to competitors.
- Brand role of advertising and promotion- advertising, sales promotion, and digital marketing help build and reinforce brand awareness.
- Brand loyalty- refers to repeated purchase of a brand due to trust, satisfaction, and emotional connection.
- Brand extension- using an existing brand name to introduce new products in a new category.
- Brand management in digital era- social media, online reviews, influencer marketing, and customer engagement play a key role in managing brands today.

### Role of Digital Marketing in Marketing Management

Digital marketing helps businesses reach a wider audience at low cost, target specific customers, build brand awareness, engage with customers and make data driven decisions. It supports promotion, improves customer experience, and helps companies achieve competitive advantage in today's digital era.

1. Global reach  
Digital marketing enables businesses to reach global and local markets through websites, social media, search engines, and email. Unlike traditional marketing, it removes geographical barriers and allows 24/7 promotion.
2. Cost- effective promotion  
Online marketing tools such as social media ads, email marketing, and content marketing are more economical than traditional advertising. Even small businesses can compete with large firms using limited budgets.
3. Targeted Marketing  
Digital platforms allow marketers to target specific customers based on age, gender, location, interests, and behaviour. This improves marketing efficiency and reduces wastage.
4. Better customer engagement  
Through social media, blogs chat, and feedback systems, companies can directly interact with customers. This two-way communication helps in building trust and long –term relationships.
5. Data – driven decision making  
Digital marketing provides real-time data and analytics. Marketing managers can measure performance, track customer behaviour, and make informed decisions to improve strategies.
6. Brand building and awareness  
Consistent online presence through social media, websites, and content marketing helps in building brand image and awareness among consumers.
7. Support to other marketing functions  
Digital marketing supports product development, pricing strategies, distribution, and promotion by providing customer insights and market trends.
8. Faster response to market changes

Marketing managers can quickly modify campaigns based on customer response and market conditions, making digital marketing flexible and dynamic.

## Marketing Strategies for Competitive Advantage

Competitive advantage refers to the ability of a firm to perform better than its competitors by offering greater value to customers. Effective marketing strategies help organisations create, maintain, and sustain this advantage in a competitive market.

### 1. Product differentiation strategy

Firms differentiate their products through quality, design, features, branding, or innovation. Unique products create strong customer preference and brand loyalty.  
Example; Apple differentiates through design and technology.

### 2. Cost leadership strategy

Companies aim to become the lowest – cost producer by efficient operations, large-scale production, and cost control. Lower prices attract price-sensitive customers.  
Example: Wal-Mart's low - price strategy.

### 3. Focus (Niche) marketing strategy

This strategy targets a specific segment of the market rather than the entire market. Firms specialize in serving the unique needs of a niche group.  
Example: Luxury brands targeting premium customers.

### 4. Customer Relationship Strategy

Building long- term relationships through excellent customer service, loyalty programs, and personalized marketing helps retain customers and creates competitive strength.  
Example; Tomato maintains customer relationships through quick issue resolution, refunds, order tracking, and personalized food recommendations

### 5. Innovation and technology strategy

Continuous innovation in products, processes, and marketing techniques helps retain customers and creates competitors. Digital tools and automation improve efficiency and customer experience.  
Example: Amazon uses advanced technology like AI, big data, and automation to improve customer experience.

### 6. Branding strategy

Strong brand identity and emotional connection with the customers create trust and recognition, making customers less likely to switch to competitors.  
Example: Nike's brand image and story- telling.

### 7. Distribution strategy

Efficient and wide distribution networks ensure product availability and convenience, giving firms an advantage over competitors.  
Example; Reliance follows a multi- channel distribution strategy through physical stores, online platforms, ensuring wide accessibility.

### 8. Promotional strategy

Effective advertising, sales promotion, digital marketing, and influencer marketing increase visibility and market share.  
Example; Coca – cola uses emotional advertising, celebrity endorsements, and festive campaigns to create strong brand recall and customer connection.

## Ethical and Social Responsibility in Marketing

1. Truthful advertising: Marketers should provide accurate and honest information about products and services. False claims, exaggeration, and misleading advertisements are unethical.
2. Consumer protection: Ethical marketing respects consumer rights, such as the right to safety, information, choice, and grievance redressed. Products should meet quality and safety standards.
3. Fair pricing practices: Companies should avoid price manipulation, hidden charges, and unfair trade practices. Pricing should be reasonable and transparent.
4. Responsible promotion: promotions should not encourage harmful behaviour, especially among children. Ads related to alcohol, tobacco, and unhealthy products must be handled responsibly.
5. Environmental responsibility: socially responsible marketing supports eco-friendly products, sustainable packaging, and green marketing practices to protect the environment.
6. Respect for cultural and social values: marketing messages should respect cultural diversity, gender equality, and social norms and avoid offensive or discriminatory content.
7. Corporate social responsibility: companies engage in CSR activities such as education support, healthcare, community development, and rural upliftment, enhancing brand trust and goodwill.
8. Data privacy and digital ethics: in digital marketing, firms must protect consumer data and privacy and avoid misuse of personal information.



## Challenges in Modern Marketing Management

Modern marketing management faces several challenges due to rapid technological changes, evolving consumer behaviour, intense competition, and global market dynamics.

- Changing consumer behaviour: consumers are more informed, demanding, and price-sensitive. Their preferences change quickly, making it difficult for marketers to predict buying behaviour accurately.
- Intense market competition: globalization and digital platforms have increased competition. Companies must constantly innovate to differentiate their products and retain customers.
- Technological advancements: rapid changes in technology require continuous upgrading of marketing tools, skills, and systems. Adapting to AI, data analytics, and automation is a major challenge.
- Digital marketing complexity: managing multiple digital channels-social media, SEO, email, influencers, and online ads-requires expertise and coordination, increasing management complexity.
- Customer relationship management: building and maintaining long-term customer relationships requires personalized communication and quick response. Meeting high customer experience is demanding.
- Data privacy and security issues: with the use of customer data for targeted marketing, concerns about data privacy, cyber security, and legal compliance have increased marketers must follow ethical practices and data protection laws.
- Ethical and social responsibility: consumers expect companies to act ethically and contribute to society. Misleading advertisements, false claims, or unethical practices can damage brand reputation.
- Measuring marketing performance: evaluating the effectiveness of marketing campaigns and calculating return on investment (ROI) is difficult especially for digital and social media marketing activities.
- Rising marketing costs: advertising and promotional costs are increasing, while budgets are often limited. Marketers must achieve better results with fewer resources.
- Adapting to global markets: operating in international markets involves cultural differences, language barriers. Legal regulations, and varying consumer preferences.

## Conclusion

Ethical and socially responsible marketing is essential for building consumer trust and long-term business success. By practicing honesty, fairness, consumer protection, and environmental care, companies not only fulfil their social obligations but also strengthen their brand image and competitive position.

In today's conscious market, ethical marketing is not option but a necessity. Ethics and social responsibility in marketing promote honesty, transparency, and concern for society. Companies that follow ethical practices build strong brand reputation, customer loyalty, and achieve sustainable growth.

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## Original Article

### Innovative Practices in Management with Special Reference to Healthcare Organisations

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**Abstract**

The health care industry has emerged as one of the most significant contributors to economic growth, employment generation, and social development in India. This paper examines innovative management practices in healthcare organizations with special reference to the Indian context. The sector is experiencing rapid expansion due to rising income levels, increased health awareness, demographic shifts, and the growth of medical tourism and digital health technologies. At the same time, it continues to face persistent challenges such as low public healthcare spending, high out-of-pocket expenses, rural-urban disparities, workforce shortages, overcrowded facilities, and concerns related to digital literacy and data privacy. The healthcare system is also facing challenges such as shortage of skilled workers, over crowded facilities, and limited digital literacy among citizens. Many people are concerned about how to use technology to access healthcare services and about the safety and privacy of their personal medical information. These issues continue to affect the overall efficiency of the healthcare system. The study also highlight tsseveral opportunities for improvement, including expansion of health insurance coverage, collaboration with pharmaceutical and biotechnology companies, and increased use of digital technologies such as telemedicine and mobile health platforms. These developments can help in improving accessibility and affordability of healthcare services. The paper further examines various management practices such as the use of data analytics for decision-making, improving operational efficiency, focusing on patient-centric care, maintaining digital health records, promoting eco-friendly hospital management, ensuring proper supply chain systems, maintaining quality standards, and encouraging continuous skill development among healthcare staff. The findings suggest that effective management innovation plays a crucial role in improving operational efficiency, patient satisfaction, service accessibility, and overall healthcare outcomes. By strategically integrating technology, quality standards, and community-oriented initiatives, healthcare organizations can bridge existing gaps and strengthen the delivery of medical services. The paper concludes that sustained innovation and collaborative efforts between government and private stakeholders are essential for building a resilient, inclusive, and future-ready healthcare system in India.

**Keywords:** healthcare, hospitals, pharmaceutical and biotechnology

**Introduction:**

Healthcare has become one of the most important and rapidly expanding sectors in India in terms of both revenue generation and employment opportunities. The healthcare industry is not limited to hospitals alone; it encompasses pharmaceuticals, medical equipment manufacturing, biotechnology, diagnostics, insurance services, rehabilitation centers, wellness programs, and digital health platforms. As the nation advances economically and technologically, healthcare has transformed from a basic service into a comprehensive ecosystem that influences productivity, quality of life, and national development. Management in healthcare organizations is extremely important for ensuring smooth functioning and quality service delivery. Unlike many other industries, healthcare directly affects human lives, which makes efficiency, accuracy, and ethical responsibility

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essential. When healthcare organizations adopt innovative management practices, they can utilize resources effectively, improve patient satisfaction, reduce operational costs, and increase service accessibility. Due to rising competition and growing patient expectations, hospitals and healthcare institutions must continuously update the management approaches to remain effective and sustainable.

## Current Scenario of the Indian Healthcare Industry

The Indian healthcare sector is growing fast and it is expected to be worth around ₹9.4–9.8 lakh crore by the time we reach Financial Year 2028. This is because people in India are earning money now more people can read and write and they know more about taking care of their health. The Indian healthcare sector is also getting a boost from people coming from countries to get medical treatment. India is a place for international patients to come because the Indian healthcare sector has good hospitals and doctors and it does not cost too much. The Indian healthcare sector is really good, at providing quality treatment at a low cost, which is why people like to come to the Indian healthcare sector. The country is seeing a lot of changes in the people who live there and this is making more people need healthcare. The number of people, in the country is going up and up. There are more old people now. People are changing how they live, moving to cities and not being as active which is causing cases of diabetes heart problems and breathing issues. All of these things mean that we need to plan for healthcare for a time and have good systems in place to take care of all the people who need help and to deal with the complicated treatments they need. Demographic transitions and healthcare demand are important things to think about and demographic transitions are making healthcare demand go up. The COVID-19 pandemic was a wakeup call for the healthcare industry. It showed that we really need to work on our infrastructure and be better prepared for emergencies. We also need to get on board with health and have systems in place that work together smoothly. Hospitals started putting a lot of money into things like telemedicine, where patients can talk to doctors online and digital ways of keeping track of records. They also started using technology to monitor patients from away. This change showed that it is really important for the healthcare industry to be open, to ideas and to use technology in a smart way. This is not a good thing to do it is necessary if we want to keep providing healthcare services without any interruptions. The COVID-19 pandemic made it clear that the healthcare industry needs to be resilient and able to keep going in tough times and that is where the COVID-19 pandemic comes in it helps us to understand the importance of the healthcare industry and the COVID-19 pandemic.

## Importance of Management in Healthcare Organizations:

Healthcare management involves planning, organizing, staffing, directing, and controlling medical and administrative operations. Effective management ensures that hospitals run smoothly, resources are allocated efficiently, and patient care remains the top priority. It also improves coordination among departments such as diagnostics, pharmacy, nursing, and administration, resulting in faster and more accurate service delivery. Leadership and governance have an impact on the culture of a company and how well it adopts new ideas. When people in charge communicate clearly and are honest it helps healthcare professionals work together as a team. This makes for a good place to work. Good management also helps keep costs under control makes sure the company gets paid on time and does not waste supplies. This is important because it helps patients trust the company and think it is a place to get care. Leadership and governance are really important for making sure patients trust the company and, for making the company a credible place to get healthcare.

## Challenges in the Indian Healthcare Industry:

The Indian healthcare industry is still having a lot of problems. Even though things have gotten better there are issues that the Indian healthcare industry has to deal with everyday.

- **Low Public Healthcare Spending:** India's public healthcare expenditure remains comparatively low by global standards, limiting infrastructure development and reducing service quality in government hospitals.
- **High Out-of-Pocket Expenses:** Many individuals bear significant financial burdens for treatment, making healthcare unaffordable for economically weaker sections.
- **Rural–Urban Disparity:** Unequal distribution of hospitals, equipment, and skilled professional's results in limited access to quality healthcare in rural areas.
- **Workforce Shortage:** There is a persistent shortage of doctors, nurses, paramedical staff, and trained healthcare administrators.
- **Over crowded Facilities:** Public hospitals often struggle with excessive patient loads, long waiting times, and inadequate intensive care capacity.
- **Digital Literacy and Data Privacy Issues:** Low awareness of digital tools and concerns regarding cyber security in the implementation of e-health solutions.
- **Infrastructure Limitations:** Many small towns and villages lack modern diagnostic equipment, emergency care facilities, and specialized treatment centers.
- **Regulatory and Administrative Complexities:** Lengthy approval processes and compliance requirements slow expansion and innovation.



- **Inefficient Referral and Coordination Systems:** Lack of communication between healthcare facilities can delay treatment and reduce efficiency.

### Opportunities in the Indian Healthcare Sector:

There are some problems, in this field. The industry also has a lot of chances for the industry to get bigger and better:

- **Rising Demand for Healthcare Services:** Urbanization, longer life expectancy, and increasing disease prevalence ensure consistent demand.
- **Expansion of Health Insurance Coverage:** Government and private insurance schemes improve financial protection and access.
- **Digital Health Adoption:** Telemedicine, electronic records, and mobile health applications increase accessibility and efficiency.
- **Public-Private Partnerships(PPP):** Collaboration bridges infrastructure gaps and improves service quality.
- **Pharmaceutical and Biotechnology Growth:** Strong manufacturing and research capabilities promote global competitiveness.
- **Medical Tourism Expansion:** Affordable and advanced treatments attract international patients.
- **Home Healthcare and Rehabilitation Services:** Growing preference for at-home medical assistance.
- **Wearable Health Technology:** Fitness trackers and smart devices encourage preventive healthcare.
- **Preventive and Wellness Programs:** Increased focus on nutrition, mental health, and lifestyle management.
- **Expansion into Tier-2 and Tier-3 Cities:** Development beyond metropolitan areas widens healthcare reach.

### Innovative Management Practices in Healthcare Organizations:

Use of Artificial Intelligence(AI) and Data Analytics: Assists in diagnosis, patient flow prediction, and efficient resource allocation.

- **Use of Artificial Intelligence(AI) and Data Analytics:** Assists in diagnosis, patient flow prediction, and efficient resource allocation.
- **Lean Management and Six Sigma:** Reduces waste, enhances productivity, and minimizes medical errors.
- **Patient-Centric Care Models:** Focuses on personalized treatment plans, feedback mechanisms, and satisfaction surveys.
- **Electronic Health Records(EHR) Integration:** Enables quick access to patient history and improves coordination among departments.
- **Tele health and Remote Monitoring:** Facilitates online consultations and chronic disease management.
  
- **Green Hospital Management:** Adoption of eco-friendly practices such as solar energy use, waste segregation, and paperless documentation.
- **Training and Skilled development Programs:** Continuous professional education for doctors, nurses, and administrative staff.
- **Supply Chain Optimization:** Efficient procurement and inventory management of medicines and equipment.
- **Quality Accreditation Systems(NABH,JCI):** Ensures adherence to national and international safety standards.
- **Community Outreach and Preventive Healthcare Programs:** Health camps, vaccination drives, and public awareness initiatives.
- **Block chain for Secure Medical Records:** Enhances data integrity and privacy protection.
- **Internet of Things(IoT) Devices:** Smart sensors for patient monitoring and equipment tracking.
- **Robotics and Automation:** Precision surgeries and automated pharmacy operations.
- **Digital Queue and Appointment Management Systems:** Reduces waiting time and improves patient flow.
- **Performance-Based Incentive Systems:** Motivates staff through hmeasurable outcomes and accountability.

### Role of Technology in Healthcare Management:

Technology has become the backbone of modern healthcare administration. Cloud computing enables centralized data storage and easy access to patient information. Big data analytics assists in predicting disease trends, managing hospital capacity, and improving strategic decision-making. Mobile health applications allow patients to schedule appointments, access prescriptions, and monitor their health status. Automation in billing, laboratory systems, and pharmacy management reduces human error and administrative burden, allowing healthcare professionals to focus more on patient care.

### Human Resource Management in Healthcare:

Healthcare organizations depend heavily on skilled human resources to function efficiently. Proper recruitment, regular training, and performance evaluation are necessary to ensure that qualified professionals are



available when needed. Employee wellness programs, mental health support, and fair compensation also play an important role in maintaining job satisfaction and preventing burnout. Since healthcare professionals often work in high-pressure environments, creating a supportive and positive workplace is essential for maintaining service quality and ensuring patient safety.

### **Quality Assurance and Patient Safety:**

Healthcare management is really important. Quality assurance is a big part of it. There are organizations like NABH and JCI that set the standards for how clean and good the facilities should be and how well the doctors and nurses should treat patients. They do checks to make sure everything is okay. They ask patients what they think so they can make things better. They also have plans in place to deal with problems so they can keep patients safe.

Quality assurance is what helps hospitals keep doing a job and it is what makes patients feel safe when they are in the hospital. NABH and JCI help with this by making sure hospitals have quality assurance. Patient safety is a part of quality assurance and it includes things like making sure patients do not get sick when they are in the hospital and being ready for emergencies. Quality assurance is really important, for healthcare management. It helps hospitals give patients the best care possible.

### **Government Policies and Regulatory Framework:**

Government policies and regulations play a significant role in shaping healthcare management practices. Various initiatives focus on making healthcare affordable, regulating medicine prices, expanding insurance coverage, and promoting digital health services. Public health campaigns, vaccination drives, and awareness programs also contribute to preventive healthcare and community well-being. Effective coordination between government initiatives and healthcare organizations helps in building a structured and efficient healthcare system.

### **Future Trends in Healthcare Management:**

The future of healthcare management is expected to revolve around personalization, predictive analytics, and smart infrastructure. Virtual hospitals, AI-powered diagnostics, robotic surgeries, and preventive wellness models will redefine service delivery. Increased funding, policy reforms, and international collaborations will further strengthen the healthcare eco system and ensure sustainability.

### **Conclusion**

India's healthcare system is evolving rapidly due to technological advancements, policy reforms, and changing patient expectations. Although challenges such as affordability, infrastructure limitations, and workforce shortages still exist, healthcare organizations are increasingly adopting innovative management practices to improve efficiency and accessibility. Institutions that effectively used digital tools, maintain quality standards, and focus on patient needs are better positioned to meet growing healthcare demands. The India healthcare industry is really changing. Continuous collaboration between government bodies, private institutions, and technology providers will be essential in building a resilient, inclusive, and future-ready healthcare system that serves the diverse needs of the population while contributing to national development.

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## Original Article

### Leadership Styles and Their Role in successful Change Management

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#### Abstract

*In today's dynamic business environment, organizations face unprecedented challenges due to rapid technological advances, globalization, market volatility, and changing employee expectations. In this context, organizations must continually adapt and implement change in order to remain competitive, innovative, and sustainable. However, successfully managing change is difficult because it often involves changing established processes, structures, behaviors, and organizational culture. Research shows that a significant portion of change initiatives fail, and ineffective leadership is believed to be the main reason for that failure. Leadership is essential in determining the direction, pace, and effectiveness of change by influencing employee attitudes, fostering engagement, and managing resistance. Leaders serve as change agents who communicate a vision, motivate stakeholders, build trust, and create an environment that fosters change. This article explores the relationship between leadership and change management, focusing on how different leadership styles, behaviors, and skills influence the success of change initiatives. This study adopted a conceptual and descriptive research design and utilized secondary data obtained from peer-reviewed journals, books, research reports, and reliable online sources. This study integrates classical and contemporary leadership theories, including transformational leadership, transactional leadership, and participative leadership, and assesses their relevance to change management. Key factors identified include effective communication, employee engagement, emotional intelligence, and the role of organizational culture in successful change. Results show that organizations led by leaders who are adaptive, visionary, and proactive are more likely to achieve lasting change, reduce resistance, and increase employee engagement. In particular, transformational leadership is highly effective in promoting innovation, engagement, and adaptability during times of organizational change. The study concludes that leadership is essential not only to initiate change, but also to implement it and sustain it over time. Recommendations for leaders and organizations to improve the effectiveness of change management and directions for future research on leader-led change initiatives are provided.*  
**Keywords:** leadership, change management, organizational change, transformational leadership, employee engagement.

#### Introduction

Change has become an unavoidable and ongoing component of today's organizational landscape. Businesses are increasingly faced with pressures from globalization, digital advancements, competitive dynamics, regulatory shifts, and evolving customer demands. These factors drive organizations to regularly adjust their strategies, structures, processes, technologies, and cultures. Although change is crucial for an organization's survival and expansion, effectively executing it continues to pose a considerable challenge. Research consistently shows that a significant portion of change efforts fail to achieve their intended objectives. One of the main reasons for these failures is ineffective leadership. Leadership determines how employees perceive change, how resistance is managed, and how organizations adapt to new realities

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Leaders act as architects of change by creating a compelling vision and motivating people to align with that vision and overcome obstacles. Change management refers to a systematic approach to moving individuals, teams, and organizations from their current state to their desired future state. This includes planning, communication, participation, training, and reinforcement mechanisms designed to minimize resistance and increase acceptance. Leadership and change management are deeply intertwined, as leaders act as change agents who guide organizations through uncertainty and change. The purpose of this article is to consider the essential role of leadership in managing organizational change, review relevant leadership theories and models, and analyze the factors that contribute to the success of change efforts. This study aims to provide valuable insights to researchers and practitioners by integrating leadership concepts and change management practices.

## Literature review

The concepts of leadership and change management are widely studied in fields such as business administration, psychology, sociology, and organizational behavior. An early contribution to change theory can be attributed to Kurt Lewin (1951), who proposed a three-stage change model: unfreeze, shift, and refreeze. According to Levine, leadership plays a critical role in unfreezing existing behaviors and relationships and reinforcing new behaviors and relationships. Kotter (1996) extended Lewin's work by proposing an eight-step model for leading organizational change. Mr. Kotter emphasized that successful change requires strong leadership, not just the executive team. His model emphasizes leader behaviors such as creating urgency, building leadership alignment, developing a vision, communicating the vision, and entrenching changes in organizational culture.

Leadership theories have evolved over time, from trait and behavioral theories to modern approaches such as transformational leadership and servant leadership. Burns (1978) introduced the concept of transformational leadership. It aims to encourage followers to look beyond personal gain to the greater good of the organization. Bass (1985) developed this theory and identified key elements of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and personal consideration.

Some research suggests that transformational leadership is particularly effective at managing change because it focuses on vision, motivation, and empowerment. Avolio and Bass (2004) argue that transformational leaders foster the innovation, adaptability, and commitment necessary in times of change. Transactional leadership, based on exchange and contingent rewards, has also been studied in the context of change management. The researchers say that while transactional leadership can be effective in maintaining stability and efficiency, it may not be sufficient to manage large and complex change initiatives.

Armenakis and Harris (2009) emphasized the importance of readiness for change and cited communication with management as a key element for employee acceptance. Goleman (1998) emphasized the role of emotional intelligence in leadership effectiveness, particularly in managing emotions, building trust, and overcoming resistance during change. Recent literature has also focused on participative leadership, ethical leadership, and distributed leadership as important approaches for managing change in dynamic knowledge-based organizations. Overall, the literature emphasizes that leadership style, communication, trust, and organizational culture have a significant impact on change outcomes.

## Necessity and importance of research

Despite extensive research on change management models and tools, organizations continue to experience high failure rates in their change efforts. This highlights the need to consider the people and leadership aspects of change, rather than focusing solely on technological or structural factors.

The interest of this research lies in the following aspects:

- Emphasizes leadership as a central element of organizational change management.
- Integrate leadership theory and practical change management processes.
- Helps organizations understand why resistance to change occurs and how management can address it.
- Contribute to academic knowledge by integrating existing research on leadership-induced change.
- Provides useful information for managers and leaders facing frequent and complex change. Understanding the role of leaders in change management is essential to improving organizational effectiveness, employee well-being, and long-term sustainability.

## Raising the issue

Many organizations are investing significant resources in change initiatives such as restructuring, digital transformation, mergers, and cultural change. However, these efforts often fail due to employee resistance, lack of engagement, poor communication, and lack of leadership. A central issue addressed in this study is that organizations are unable to effectively manage change due to poor leadership practices that align people, processes, and culture with change goals.

## Purpose of the study

The specific objectives of the research are:

1. Explore the concept and meaning of leadership in organizational change.



2. Analyze different leadership styles and their relevance to change management.
3. Identify the challenges leaders face in implementing change.
4. Explore the role of communication, culture, and employee engagement in change.
5. Provides recommendations for improving leadership effectiveness in change management.

## Research methods.

Research methodology refers to the systematic structure adopted to conduct research in a logical, scientific, and organized manner. We discuss the research approach, research design, data sources, data collection and analysis methods, and study limitations. A well-defined methodology increases the validity and reliability of research results. This study uses conceptual and descriptive research methods to investigate the role of leadership in change management.

### 1 Research design

This study follows a descriptive and conceptual research design. Descriptive research is appropriate because it aims to describe, analyze, and interpret existing theories, models, and practices related to leadership and change management. Conceptual research involves developing and refining ideas based on existing literature rather than collecting primary data. This design is appropriate because leadership and change management are well-established concepts that require theoretical synthesis and critical interpretation rather than experimental research. This study does not seek to test hypotheses, but rather to develop a comprehensive understanding of how leadership influences organizational change.

### 2 Nature of the study

This study adopts a qualitative approach. Emphasis is placed on understanding the meanings, relationships, and patterns associated with leadership behaviors and change processes. Qualitative analysis provides essential but difficult to quantify insights into leadership styles, employee perceptions, resistance to change, and organizational culture.

### 3 Data sources

This study is completely based on secondary data collected from reliable and authentic sources. Secondary data is suitable for conceptual research because it provides access to a wide range of perspectives and empirical data.

#### Secondary data sources include:

- Standard textbooks on leadership, organizational behavior, and change management.
- National and international peer-reviewed journals.
- Scientific papers, conference reports, doctoral theses.
- Publications from renowned academic institutions.
- Online academic databases such as Google Scholar, JSTOR, and Research Gate.

Sources were selected based on relevance, reliability, and academic rigor.

### 4 Data collection method

Data were collected through a systematic literature review. Relevant studies were identified using keywords such as leadership, change management, organizational change, transformational leadership, and employee resistance. Only studies published in reliable journals and books were considered to ensure accuracy and validity.

### 5 Sampling method

As this study is conceptual in nature, no statistical sampling techniques were used. Instead, purposive sampling was used to select relevant literature specifically dealing with leadership and change management. Priority was given to studies that provided theoretical depth, empirical evidence, or practical knowledge.

#### The collected data were analyzed using qualitative content analysis.

This includes:

- Classify the literature based on leadership styles, change models, and outcomes.
- Comparison of perspectives of different scientists.
- Identify recurring themes such as communication, resistance, culture, and leadership behaviors.
- Synthesize results and develop meaningful interpretations.

This analysis allowed the researchers to identify patterns and relationships between leadership practices and change management effectiveness.

### 7 Study variables

Although this study is conceptual in nature, the following variables are defined to clarify the analysis.

- Independent variables: Leadership (leadership style, behavior, emotional intelligence).
- Dependent variable: effectiveness of change management.
- Intervening variables: organizational culture, employee commitment, communication, resistance to change.

This framework helps us understand how leadership influences change processes.

### 8 Scope of research

The scope of research is limited to investigating the role of leadership in managing organizational change in various fields. Focus on leadership styles, communication strategies, and employee participation in change efforts. This study is broadly applicable as it does not focus on any particular sector or geographical region.



## 9 Ethical considerations

This study complied with ethical standards for research in the following respects:

- Appropriately recognize all sources of information.
- Avoid plagiarism with accurate citations and references.
- Use of information for academic purposes only.
- Ensure objectivity in the interpretation of results.

## 10 Limitations of the study

Despite its contributions, this study has several limitations.

- This study relies solely on secondary data and may not reflect current organizational practices in all situations.
- Lack of primary data limits empirical testing of results.
- The conceptual nature of the study may limit the generalizability of the results.

However, these limitations do not undermine the relevance of the study, as its main purpose is a theoretical study.

## 11 Research framework

The research framework of this study is based on the idea that leadership is the central factor determining the success of organizational change. In other words, the way leaders behave, communicate and make decisions has a direct impact on how effectively change is implemented within an organization. According to this concept, leadership influences change management outcomes through three key factors:

1. **Communication.** Leaders who provide clear, consistent, and transparent communication help employees understand the purpose, process, and benefits of change. Good communication reduces confusion, builds trust, and minimizes fear and anxiety among employees.
2. **Employee participation.** Involving employees in planning, decision-making, and problem-solving of change initiatives creates a sense of ownership. When employees feel that their opinions and contributions are valued, they are more likely to support change and actively participate in its implementation.
3. **Organizational culture.** The dominant culture of an organization influences how change is perceived. Leaders who foster a culture of trust, learning, flexibility, and collaboration create an environment where employees are more open to new ideas and more willing to embrace change.

This concept suggests that effective leadership through these three factors leads to:

- **Increased readiness for change:** Employees become mentally and emotionally ready to adapt to new processes, structures or systems.
- **Reduced resistance to change.** Employees are less likely to oppose or delay change because they understand it, participate in it, and trust management.
- **Successful implementation of changes.** Change initiatives are more likely to achieve their goals and be sustainable over the long term, resulting in improved organizational performance and competitiveness.

In summary, this conceptual framework emphasizes that leadership is more than just making decisions and managing employees. It's about inspiring, guiding and empowering organizations to embrace change. By proactively managing communication, employee engagement and culture, leaders can ensure change initiatives are accepted, successfully implemented and sustained to achieve long-term benefits.

## Results and discussion

1. Effective leadership plays a central role in guiding organizational change by setting a clear vision and strategic direction.
2. Different leadership approaches—such as transformational, participative, and servant leadership—shape employee engagement, innovation, and acceptance of change initiatives.
3. The way leaders manage change influences employee preparedness, while resistance often arises from uncertainty and concerns about job security.
4. Change efforts may face obstacles including rigid organizational culture, poor communication, lack of necessary skills, and resource constraints.
5. Open communication, a flexible culture, and active employee participation help build trust, lower resistance, and strengthen commitment to change.

## Findings

The main findings of the study are:

- Leadership has a huge impact on the success of change initiatives.
  - Transformational and participative leadership styles are most effective during change.
- Effective communication reduces resistance and increases acceptance.
- Employee engagement increases accountability and commitment.
- Emotional intelligence is the most important leadership skill in change management.
- Organizational culture moderates the influence of leadership on change outcomes.



## Recommendations/suggestions

Based on the obtained results, the following recommendations are proposed:

1. Organizations should invest in leadership development programs that focus on change management.
2. Leaders must adopt a transformative and participatory approach.
3. A clear and consistent communication strategy must be implemented.
4. Employees should be involved in all stages of the change process.
5. Training and support systems should be in place to ease the transition.
6. Leaders should focus on building trust and emotional stability.

## Conclusion

Change is an inevitable reality for modern organizations, and leadership is the cornerstone of successful change management. Effective leaders provide vision, direction, and support to help organizations navigate uncertainty and complexity. This study concludes that leadership effectiveness determines not only the success of change initiatives, but also their sustainability. Organizations that develop leaders who are adaptive, emotionally intelligent, and transformational are better equipped to manage continuous change and achieve long-term success.

## Opportunities for further research

Future research could explore:

- Empirical studies of leadership and change in specific sectors.
- Cross-cultural comparisons of change leadership
- The role of digital and virtual leadership in change management.
- Gender and diversity perspectives in leadership during times of change
- Longitudinal studies of sustainable organizational change

## Acknowledgments

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## Original Article

### Corporate Social Responsibility in India

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#### Abstract:

Corporate Social Responsibility (CSR) has emerged as a vital tool for promoting sustainable development and social welfare in India. With the introduction of the Companies Act 2013, which mandates CSR activities for certain companies, Indian businesses have increasingly taken responsibility for the social, environmental, and economic impacts of their operations. This study examines the evolution, significance, and implementation of CSR practices in India, focusing on how companies contribute to community development, education, healthcare, environmental protection, and rural empowerment. The research is based on secondary data collected from government reports, corporate sustainability reports, academic journals, and relevant literature. The study highlights that CSR initiatives in India not only improve corporate reputation but also contribute to long-term social and economic development. However, challenges such as lack of awareness, inadequate monitoring, and ineffective implementation hinder the full potential of CSR programs. The paper concludes that while CSR in India has made significant strides in aligning business practices with societal needs, there is a need for greater transparency, stakeholder engagement, and innovative approaches to ensure meaningful and sustainable impact.

**Keywords:** Corporate Social Responsibility, CSR, Sustainable Development, Social Welfare, Community Development.

#### Introduction:

Corporate Social Responsibility (CSR) refers to the voluntary or mandated commitment of businesses to contribute to social, environmental, and economic development while conducting their operations ethically and sustainably. CSR goes beyond the pursuit of profits, emphasizing the responsibility of corporations toward society and the environment. In India, CSR has gained significant importance in recent years, especially after the introduction of **Section 135 of the Companies Act, 2013**, which makes CSR spending mandatory for certain companies meeting specified criteria. The concept of CSR in India has evolved from philanthropic activities such as donations and charity to a more structured and strategic approach that integrates social welfare into business operations. Companies are increasingly involved in initiatives such as education, skill development, healthcare, environmental sustainability, rural development, and women empowerment. CSR in India is also closely aligned with global standards and initiatives like the United Nations Sustainable Development Goals (SDGs), reflecting the role of business in promoting inclusive and sustainable growth. Despite the growing emphasis on CSR, several challenges remain, including lack of awareness among businesses and beneficiaries, inadequate monitoring of CSR initiatives, and uneven distribution of CSR activities across sectors and regions. Nevertheless, CSR presents significant opportunities for companies to enhance their reputation, build stakeholder trust, and contribute to the socio-economic development of India. This study aims to examine the evolution, significance, and impact of CSR in India, analyze the strategies adopted by corporations, and identify the challenges and opportunities associated with CSR implementation in the country.

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## Meaning:

Corporate Social Responsibility (CSR) refers to the concept whereby companies take responsibility for the **social, environmental, and economic impacts** of their business activities. It involves going beyond profit-making to contribute positively to society and ensure sustainable development. CSR reflects a company's commitment to operate ethically, support community development, protect the environment, and promote the welfare of all stakeholders, including employees, customers, communities, and the government.

## Definition:

“Corporate Social Responsibility (CSR) refers to the responsibility of a company to spend a part of its profits on activities that promote social welfare, sustainable development, and benefit society, including the environment, education, health, and rural development.”

## Objectives of the Study:

1. To understand the concept and role of Corporate Social Responsibility (CSR) in India.
2. To identify challenges and limitations faced by companies in implementing CSR programs.

## Role of Corporate Social Responsibility in India:

Corporate Social Responsibility (CSR) in India plays a **pivotal role in balancing business growth with societal welfare**. With the enactment of **Section 135 of the Companies Act, 2013**, CSR became a **mandatory responsibility** for eligible companies, making it a key instrument for social, economic, and environmental development.

### 1. Social Development

CSR initiatives help address **critical social issues** like poverty, malnutrition, education, and health. Companies invest in programs that **improve quality of life** for underprivileged communities. Bridges the gap between the rich corporate sector and underserved sections of society.

### 2. Economic Empowerment

CSR promotes **livelihood enhancement and employment generation**, especially in rural areas. Programs include **vocational training, entrepreneurship development, and financial inclusion initiatives**. Helps reduce poverty, improve income levels, and support sustainable economic growth.

### 3. Environmental Sustainability

CSR encourages companies to adopt **eco-friendly practices** and support environmental conservation. Initiatives include **tree plantations, renewable energy, water conservation, and waste management**. Promotes long-term environmental protection and aligns business practices with sustainability goals.

### 4. Promotion of Education, Health, and Gender Equality

CSR helps increase **access to education and healthcare**, and promotes **women empowerment**. Programs include scholarships, sanitation and hygiene awareness, maternal health, and gender equality workshops. Contributes to human capital development and reduces social inequalities.

### 5. Support to Government Initiatives and National Development

CSR complements government programs in **areas like disaster relief, sanitation campaigns, and rural development**. Strengthens the effectiveness of public welfare programs and helps achieve **national developmental goals**.

### 6. Corporate Reputation and Stakeholder Engagement

CSR enhances a company's **image, brand loyalty, and stakeholder trust**. Companies practicing CSR are seen as **socially responsible and ethically conscious**, which attracts customers, investors, and talent. Creates a win-win situation where society benefits, and businesses gain goodwill.

### 7. Cultural and Community Preservation

CSR plays a role in **preserving art, culture, and heritage**. Programs can include funding **cultural events, supporting artisans, or heritage conservation projects**. Promotes social cohesion and cultural sustainability alongside business objectives.

## Opportunities of Corporate Social Responsibility in India

### 1. Strategic Alignment with Sustainable Development Goals (SDGs)

CSR programs offer a platform for Indian companies to directly contribute to the **United Nations Sustainable Development Goals**, such as:

- Quality Education (SDG 4)
- Gender Equality (SDG 5)
- Clean Water and Sanitation (SDG 6)
- Affordable and Clean Energy (SDG 7)
- Decent Work and Economic Growth (SDG 8)

### 2. Enhanced Community Engagement and Social Trust

CSR enables companies to build **long-term relationships with communities**—especially in rural and economically challenged regions.



- Implementing *community development projects*
- Supporting *healthcare and education interventions*
- Engaging *local stakeholders in planning and execution*

### 3. Innovation in Social and Environmental Solutions

India's pressing developmental challenges—such as waste management, clean energy access, and rural employment—open avenues for **innovative CSR initiatives**:

- Tech-enabled solutions for waste recycling
- Renewable energy projects in rural areas
- Digital education platforms for underserved students

### 4. Talent Attraction, Motivation and Retention

Millennial and Gen-Z professionals increasingly seek employers with **strong social impact commitments**.

- CSR programs (volunteering, community engagement) boost employee morale.
- Purpose-driven initiatives strengthen employer brand.

### 5. Market Expansion and Access to New Opportunities

CSR can help companies **tap underserved markets** by:

- Improving infrastructure (education, health, sanitation)
- Enhancing purchasing power through livelihood programs
- Building brand awareness in non-urban regions

### 6. Risk Mitigation and Regulatory Compliance

Mandatory CSR compliance helps companies proactively address:

- Social risks (community disputes, labor issues)
- Environmental concerns (pollution, resource depletion)
- Reputation risks

### 7. Collaborative Partnerships

CSR encourages **multi-sector partnerships** between corporations, NGOs, government agencies, and community groups.

- Joint CSR initiatives with local governments
- Funding social enterprises

### 8. Measuring and Communicating Impact (ESG & Reporting)

CSR activities feed into broader **Environmental, Social, and Governance (ESG)** reporting frameworks, increasing transparency and investor confidence.

- Use of impact metrics and dashboards
- Public disclosures beyond statutory requirements

### 9. Driving Inclusive Growth

CSR in India enables companies to directly contribute to **inclusive economic development** by focusing on:

- Women's economic empowerment
- Youth skill development and employment
- Support for micro-entrepreneurs and self-help groups

### 10. Cultural Preservation and Heritage Support

India's rich cultural diversity provides scope for CSR engagement in:

- Conservation of heritage sites
- Support for traditional art forms and crafts
- Festival and cultural event sponsorship

## Challenges of Corporate Social Responsibility (CSR) in India

### 1. Lack of Strategic Alignment

Many companies treat CSR as a **compliance requirement** rather than a strategic initiative. CSR projects are often disconnected from core business operations and long-term objectives. Reduced sustainability and limited value creation for both society and the company.

### 2. Inadequate Planning and Execution

CSR initiatives are sometimes **poorly planned or implemented** due to lack of expertise or understanding of community needs. Limited monitoring and evaluation mechanisms result in **inefficient use of CSR funds**. Projects may not achieve intended outcomes, reducing overall social impact.

### 3. Limited Awareness and Understanding

Many companies, especially small and medium-sized enterprises (SMEs), lack awareness of **legal requirements, best practices, and CSR opportunities**. Employees and managers may be **untrained in CSR strategy or social impact measurement**. Compliance becomes formalistic rather than impactful.

### 4. Financial Constraints and Misallocation



While the law mandates **2% of net profit**, companies with fluctuating profits may **struggle to maintain consistent CSR spending**. Misallocation occurs when funds are directed toward **low-impact or politically motivated projects**. Social and environmental goals are compromised, and stakeholders perceive CSR as tokenistic.

## 5. Geographical and Sectoral Imbalance

CSR funds are often **concentrated in urban areas**, leaving **rural and backward regions underserved**. Certain sectors (like education and health) receive disproportionate attention while others (like environment or heritage) are neglected. Unequal development and missed opportunities for inclusive growth.

## 6. Monitoring, Reporting, and Transparency Issues

Despite mandatory disclosure in annual reports, **monitoring and transparency of CSR projects remain weak**. Lack of **third-party audits, impact assessments, and measurable KPIs** makes it difficult to track effectiveness. Reduces accountability, and companies may spend funds superficially to avoid penalties.

## 7. Overemphasis on Short-term Projects

Companies often prefer **short-term, high-visibility projects** (like festivals, donations, or events) instead of long-term sustainable interventions. Long-term community development and systemic change are neglected.

## 8. Dependence on NGOs and Intermediaries

Many corporations rely heavily on **NGOs, foundations, or consultants** for CSR implementation. Misalignment between corporate objectives and NGO priorities can reduce effectiveness and accountability.

## 9. Legal and Regulatory Ambiguities

Certain aspects of Section 135 and Schedule VII remain **vague or open to interpretation**, especially regarding eligible activities, unspent funds, and reporting standards. Companies may either under-utilize CSR funds or spend ineffectively to avoid legal penalties.

## 10. Societal and Cultural Challenges

Community resistance or mistrust can hinder project implementation, especially if projects are **top-down or not participatory**. Projects fail to engage beneficiaries or sustain long-term impact.

## Conclusion:

Corporate Social Responsibility (CSR) in India has evolved from traditional philanthropy to a **strategic and legally mandated framework** under the Companies Act, 2013. It reflects the **growing recognition that businesses have responsibilities beyond profit-making** and must contribute to social, environmental, and economic development.

The research highlights that CSR in India serves multiple purposes: **enhancing social welfare, promoting education and health, empowering communities economically, protecting the environment, supporting government initiatives, and strengthening corporate reputation**. CSR initiatives have created opportunities for innovation, inclusive growth, and long-term stakeholder engagement, positioning businesses as active contributors to sustainable development.

However, the implementation of CSR faces **significant challenges**, including lack of strategic alignment, inadequate planning, limited awareness, geographical and sectoral imbalances, weak monitoring and transparency, overemphasis on short-term projects, and regulatory ambiguities. These challenges can reduce the social impact of CSR and hinder the realization of its full potential.

To maximize the effectiveness of CSR in India, companies must **integrate CSR into their core strategy**, engage with communities meaningfully, adopt sustainable and innovative practices, and maintain **transparency and accountability** in their initiatives. Government support, clear guidelines, and collaborative efforts with NGOs and civil society can further enhance the outcomes of CSR programs.

In conclusion, **CSR in India represents a powerful tool for achieving inclusive growth and sustainable development**, offering benefits not only to society but also to the corporations themselves. With strategic planning, effective implementation, and continuous monitoring, CSR can transform from a statutory obligation into a **force for long-term societal change and business excellence**.

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## Original Article

### Human Resource Management Recent Practices

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#### Abstract:

*Human resources are the greatest significant asset in the organization. The company growth and success depends on the capabilities and skills of their employees. The human resource practices involve formulating a technique for measuring and analyzing the effects of a specific employee rewards program. Recent Human Resource Management (HRM) practices in India are rapidly evolving towards digitalization, employee well-being, and flexibility to meet the demands of a Gen Z-driven workforce. In today's dynamic business environment, **Human Resource Management (HRM)** plays a strategic role beyond traditional hiring and payroll tasks. With technology, globalization, and new workforce expectations reshaping organizations, HRM has embraced innovative practices that focus on agility, employee experience, and long-term growth.*

**Keywords:** AI-powered recruitment, hybrid work models, personalized compensation, and focusing on mental health, Employees challenges, routine task, Ethics.

#### Introduction:

Human Resource Management (HRM) has undergone a profound transformation in the 21st century. No longer confined to routine administrative tasks, HRM has evolved into a strategic function that drives organizational performance, shapes workplace culture, and influences long-term business success. The rapid pace of technological innovation, globalization, demographic shifts, changing workforce expectations, and unprecedented disruptions like the COVID-19 pandemic have reshaped how organizations manage, develop, and retain their human capital.

This article explores **recent practices in HRM**, organized by thematic areas such as technology integration, talent management, employee experience, agility, and ethics. Each section delves into the key innovations that define contemporary HRM and reflects on how these practices help organizations navigate complexity and create value.

#### Meaning of Human Resource Management

##### According to Armstrong (2014)

“Human resource management is a strategic approach to acquiring, developing, managing, and motivating an organization’s human resource to achieve sustained competitive advantage.”

#### Review of Literature:

T.V. Rao (1999) the study in his book explains that the audit conducted describes the methods and ideas which have to be implemented in the Human Resource Audit. His Framework helps to estimate the different criteria like core competency, culture and value of the organization. By evaluating the employee’s interpersonal skills, they can improve in some of the factors which are they lacking in the system? They also have broadminded people in the top level management which helps the low and middle level employees to know about their concerns. So they each and every employee in the



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Organization helps them to achieve more by increasing the productivity. Kundu. Subhash C., Divya Malhan (2009) in their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources. However the advantage of giving insurance to the Human Resources is one of the employee benefits issued by the Human Resource Management. The findings of the study says that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment

Digital Transformation in HRM: strohmeier & party (2021) Argue that digital HRM has moved beyond automation, positioning itself as a driver of organizational strategy. Tools such as people analytics, cloud-based HR platforms, and AI- based recruitment system enhance efficiency and reduce biases.

## Objectives

1. To explore how people centric HRM practices improve employee well-being, creativity, and engagement.
2. To study the emerging trends in HRM
3. To understand the various challenges face by HR executive.
4. To study the various techniques through which HR executive can overcome the challenges faced in this present business scenario.

## Research Methodology

The research study is descriptive in nature. Data for the research paper is gathered from secondary data. The data are from a literature review, text books, and websites.

**Need of the study:** The purpose of the study is to analyze and understand the recent trends in HRM and also to understand the challenges face by the HR department in the field of HRM.

Historical Progress of Human Resource Management

Human Resource Management (HRM) has evolved significantly over the last century, growing from administrative personnel work into a strategic organizational function:

Early Foundations (Pre-20th Century)

- Before the industrial revolution, labour was managed informally. Employers and workers negotiated directly, with minimal structured oversight.
- As factories grew in the 19th century, the need to manage large numbers of workers led to early forms of personnel management focused on payroll, discipline, and basic working conditions.

Scientific Management and Personnel (Early to Mid-20th Century)

- In the early 1900s, thinkers like **Frederick Taylor** introduced *scientific management*, emphasizing efficiency and standardized work processes.
  - During and after World War II, many companies established *personnel departments* to handle recruitment, wages, training, and compliance with labour laws.
- Human Relations Movement (1930s–1960s)
- Research by Elton Mayo and others showed that *social factors*, employee morale, and supervision quality affect productivity.
  - This era marked the shift from purely administrative functions to recognizing human needs at work.

Strategic HRM and Globalization (1980s–2000s)

- From the 1980s onwards, HR started aligning with business strategy — focusing on talent management, performance appraisal, and competitive advantage.
- As companies became global, HR dealt with diversity, multinational workforce planning, and cultural integration.

Technological Integration (2000s–2010s)

- With the rise of digital systems, **HR Information Systems (HRIS)** and HR analytics emerged, replacing manual record-keeping and enabling data-driven decisions.
- Online recruitment platforms, e-learning, and automated payroll systems expanded HR efficiency.

Strategic and Human-Centered HRM (2010s–Present)

- Focus shifted to *employee experience, well-being, diversity & inclusion, and agile performance management*.
- HR became a strategic partner in leadership decisions and culture building rather than a support function.

Impact of COVID-19 (2020 Onwards)

- The pandemic was a turning point for HRM: widespread remote work adoption, crisis responses, and digital acceleration redefined HR roles.
- HR now manages virtual on boarding, hybrid work policies, and employee support systems - reinforcing its strategic importance.

Recent Data & Trends in HRM (2024–2026)

Recent research and industry reports highlight how HRM continues to transform with technology, employee expectations, and global workforce shifts:



## 1. Growth of HR Technology

- The global HRM market was valued at **USD 31.17 billion in 2025** and is projected to reach **USD 84.60 billion by 2035**, growing at a ~10.5% CAGR. This reflects widespread investment in digital HR systems, automation, and analytics tools.
- Nearly **58% of HR leaders** identify *digital transformation* as a top priority — automating tasks and enabling strategic focus.

## 2. Artificial Intelligence Adoption

- Around **31% of organizations** use AI tools in HR functions like résumé analysis and candidate matching. This trend is creating new HR roles focused on AI governance and insight generation.
- Large organizations like IBM are automating routine HR tasks; IBM replaced **200 HR roles with AI agents** to boost efficiency.

## 3. Remote & Hybrid Work Statistics

- During the pandemic, around **88% of office workers globally** worked remotely at least once, and telework became common even after lockdowns. Remote and hybrid arrangements continue to shape HR policies.

## 4. Skills-Based Hiring

- Only about **17.8% of U.S. job postings now strictly require a four-year degree**, reflecting a shift toward *skills-based hiring*. Over **81% of employers** have adopted skills-focused recruitment practices.

## Recent HR Practices in India:

### 1. Strategic Role of HRM

Modern HR acts as a strategic partner in business planning. HR managers participate in decision-making related to workforce planning, leadership development, and organizational change. HR also plays a key role in managing change and aligning employee goals with organizational objectives.

### 2. Digitalization of HR (HRM 4.0)

Technology has transformed HR operations through HR Information Systems (HRIS), cloud platforms, and automation. Artificial Intelligence is used in recruitment, resume screening, on boarding, and performance management to make data-driven decisions. Chat bots and self-service portals improve efficiency and employee satisfaction.

### 3. Remote and Hybrid Work

Remote and hybrid work models have become common. HR practices now support virtual on boarding, digital collaboration, flexible work schedules, and performance monitoring based on outcomes rather than physical presence. Post-pandemic, Indian organizations have adopted flexible, hybrid, and remote work models to improve employee retention and work-life balance.

### 4. Personalized Employee Benefits & Mental Health

Organizations focus on employee experience by creating positive work environments. HR initiatives include mental health support, work-life balance policies, wellness programs, and tailored benefits packages, flexible leave options (e.g., parental leaves, wellness days) rather than one-size-fits-all, say Team leave and Tagged. Psychological safety and employee engagement are key priorities.

### 5. Learning and Development

Continuous learning is essential due to rapid technological changes. HR promotes up skilling and reskilling through online training, micro-learning, and personalized development plans to prepare employees for future roles.

### 6. Diversity, Equity, and Inclusion (DEI)

HRM emphasizes inclusive hiring, equal opportunities, and fair compensation. Practices such as unbiased recruitment, diversity training, and equity audits help create inclusive workplaces and improve organizational performance.

### 7. People Analytics

HR uses data and analytics to make informed decisions. People analytics helps predict employee turnover, measure engagement, and improve talent management strategies while balancing data insights with human judgment.

### 8. Agile Performance Management

Traditional annual appraisals are replaced by continuous feedback and regular performance discussions. Goal-setting frameworks and coaching-based evaluations improve employee development and alignment with organizational goals.

### 9. Employer Branding

Employer branding helps attract and retain talent. HR promotes company culture, values, and career growth opportunities through social media, websites, and employee testimonials to enhance organizational reputation.

### 10. Ethical Use of Technology

With increased use of AI and data systems, HR ensures ethical practices. Data privacy, fairness in automated decisions, and transparency are essential to protect employee rights and trust.

### 11. Flexible Workforce Models

Gig, Contract, and Contingent Workers

Organizations increasingly engage gig workers, freelancers, and contract staff to access specialized skills and scale flexibly. HRM practices support this shift by:



- Creating on boarding processes for non-traditional workers
- Establishing fair compensation and agreements
- Integrating contingent workers into team workflows

## 12. Sustainability and Resilience

HR promotes sustainable practices, employee resilience, and social responsibility. Well-being programs and adaptability training help employees cope with change and contribute to long-term organizational success.

### Challenges faced by HRM

#### 1. Talent Acquisition and Retention

Hiring the right talent and retaining skilled employees is one of the biggest challenges in human resource management. The job market is highly competitive, and candidates often have multiple job offers. They seek career growth, work-life balance, and positive work culture. If organizations fail to meet these expectations, they experience high employee turnover. High turnover rates increase costs and disrupt operations.

#### 2. Managing a Diverse Workforce

Differences in culture, language, and perspectives can lead to misunderstandings and workplace conflicts. Moreover, unconscious bias in hiring and promotion decisions can hinder diversity efforts. Managing diverse, multi-generational teams requires, tailored strategies to keep employees engaged, with only a small percentage of employees currently feeling highly engaged.

#### 3. Hybrid and Remote Work Management:

Building a strong, cohesive company culture online is difficult. HR struggles with maintaining high productivity levels while managing employee burnout in flexible, often disconnected, environments.

#### 4. Skills Gap and Reskilling:

The fast-paced nature of business means skills become outdated quickly, demanding continuous, effective training and development programs

#### 5. Compliance and Regulatory Complexity:

HR professionals must navigate, monitor, and comply with rapidly changing labor laws, data privacy regulations, and international standards, especially when operating across borders.

#### 6. Handling Employee Performance and Productivity Issues

Ensuring high employee performance is a key responsibility of HR. However, some employees struggle with motivation, unclear job roles or lack of direction. Without proper performance management strategies, businesses may experience low productivity, poor team morale and missed goals.

#### 7. Workplace Conflict Resolution

Conflicts are inevitable in any workplace, whether they arise between employees, managers, or different departments. If not addressed properly, conflicts can lower morale, increase stress, and affect overall productivity. HR professionals need to mediate disputes and foster a positive work environment.

#### 8. Managing HR Technology and Automation

With the rise of HR technology, many companies struggle with implementing new systems, integrating different software, and training employees to use these tools effectively. Poorly managed HR technology can lead to inefficiencies and frustration among HR teams and employees.

#### 9. Mental Health and Employee Well-being

Workplace stress, burnout, and mental health concerns are rising in today's fast-paced work environments. When employees feel overwhelmed, their performance declines, leading to higher absenteeism and turnover rates. Many companies lack structured mental health support systems.

### How to Overcome these Challenges

- Proper planning
- Transparent recruitment and selection process
- Ethical HR policies
- Understanding and complying to different provisions
- Proper communication
- Coordination between departments
- Proper interpretation of objectives
- Updating HR policies according to changing external and internal environment
- **Implement Diversity and Inclusion Training:**
- **Use AI in Recruitment:**
- **Use assessments to manage diverse teams:**

### Conclusion

Human Resource Management in the 21st century is a dynamic discipline that extends far beyond routine administrative duties. The recent practices described above reflect a shift toward strategic partnership, human-centered



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design, ethical technology use, and agile responsiveness to change. In the present competitive world, especially of the developing economies like India. It is facing a lot of tough competition, talent crisis, and skill gap. HRM practices are significant to stimulate organizational novelty. Today's HRM is about **enabling organizations to thrive** in an ever-changing global landscape by managing talent with purpose, innovation, and foresight. From digital transformation and continuous learning to holistic well-being and inclusive cultures, recent HR practices elevate human capital as the fundamental driver of organizational success. Organizations that embrace these practices position themselves to attract top talent, retain high performers, foster innovation, and build resilient, meaningful workplaces for the future.

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## Original Article

### Ethical Issues in Finance and Accounts

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#### Abstract

*Ethical issues in finance and accounting have become increasingly significant in the modern business environment due to corporate scandals, financial fraud, and growing stakeholder expectations for transparency and accountability. Finance and accounting professionals are entrusted with managing financial resources, preparing accurate reports, and ensuring compliance with laws and regulations. However, ethical dilemmas such as earnings manipulation, insider trading, tax evasion, bribery, conflict of interest, and fraudulent financial reporting continue to challenge the integrity of the profession. Unethical practices can lead to severe consequences, including financial losses, damaged reputations, legal penalties, and loss of public trust. High-profile corporate scandals have highlighted the need for strong ethical standards, effective corporate governance, and strict regulatory frameworks. Professional bodies such as the International Federation of Accountants (IFAC) and other regulatory authorities emphasize principles like integrity, objectivity, professional competence, confidentiality, and professional behavior to guide ethical decision-making. This study examines common ethical issues in finance and accounting, their causes, impacts, and possible preventive measures. It also highlights the importance of ethical education, internal controls, transparent reporting systems, and organizational ethical culture in promoting responsible financial management. Strengthening ethical awareness and accountability is essential for sustaining investor confidence, protecting stakeholder interests, and ensuring long-term organizational success.*

**Keywords:** Business ethics, finance ethics, transparency, accountability, risk management.

#### Introduction

Ethics plays a fundamental role in finance and accounting, as these fields are responsible for managing, recording, and reporting an organization's financial activities. Financial information influences critical decisions made by investors, creditors, management, regulators, and other stakeholders. Therefore, honesty, transparency, and accountability are essential to maintain trust and ensure the smooth functioning of financial systems. However, increasing competition, pressure to meet financial targets, and personal interests often create ethical challenges for finance and accounting professionals. Ethical issues in finance and accounting arise when individuals or organizations face conflicts between moral principles and financial objectives. Common ethical problems include manipulation of financial statements, insider trading, and misrepresentation of financial data, tax evasion, bribery, and conflicts of interest. Such unethical practices can lead to serious consequences, including financial losses, legal penalties, reputational damage, and loss of investor confidence. Major corporate scandals around the world have highlighted the harmful effects of unethical behavior and the need for stronger ethical standards and corporate governance.

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Professional bodies and regulatory authorities have established codes of ethics to guide financial and accounting professionals. Principles such as integrity, objectivity, confidentiality, professional competence, and due care are emphasized to promote responsible conduct. Organizations also implement internal controls, auditing mechanisms, and compliance frameworks to prevent unethical practices. In today's globalized and highly regulated business environment, maintaining ethical standards in finance and accounting is not only a legal requirement but also a moral obligation. Promoting ethical awareness and fostering a culture of accountability are essential for sustainable business growth and long-term stakeholder trust.

## Meaning

Ethical issues in finance and accounting refer to situations where individuals or organizations face moral dilemmas or challenges in making decisions related to financial management, reporting, auditing, and resource allocation. These issues arise when actions may be legally acceptable but morally questionable, or when personal or organizational interests conflict with principles of honesty, transparency, and fairness. In simple terms, ethical issues occur when finance and accounting professionals must choose between doing what is right and doing what benefits them or their organization financially. Because finance and accounting deal with money, investments, profits, taxes, and financial reporting, they directly affect stakeholders such as investors, employees, creditors, customers, government agencies, and the public. Therefore, ethical conduct is essential to maintain trust and credibility.

## Definition

Ethical issues in finance and accounting are moral challenges or conflicts that arise in the preparation, analysis, auditing, and reporting of financial information, where decisions may impact fairness, transparency, and accountability. Ethical issues refer to situations in financial and accounting practices where individuals must choose between actions that are professionally correct and those that may involve dishonesty, bias, manipulation, or personal gain.

## Objectives

1. To understand the concept of Ethics
2. To know the Challenges of Ethical Implications

## Ethical Implications:

1. **To Promote Integrity and Honesty:** To ensure that financial and accounting professionals maintain truthfulness and fairness in recording and reporting financial information.
2. **To Ensure Transparency in Financial Reporting** To provide accurate, complete, and reliable financial statements that reflect the true financial position of an organization.
3. **To Prevent Financial Fraud and Misconduct** To reduce unethical practices such as manipulation of accounts, insider trading, bribery, corruption, and tax evasion.
4. **To Protect Stakeholder Interests** To safeguard the interests of investors, creditors, employees, customers, and the public by ensuring ethical financial practices.
5. **To Strengthen Corporate Governance** To promote accountability, responsibility, and proper oversight in financial decision-making processes.
6. **To Maintain Professional Standards** To encourage adherence to professional codes of conduct, including principles like objectivity, confidentiality, and professional competence.
7. **To Build Public Trust and Confidence** To enhance the credibility and reputation of organizations and the financial system as a whole.
8. **To Support Legal and Regulatory Compliance** To ensure that financial activities comply with laws, regulations, and accounting standards.
9. **To Encourage Ethical Decision-Making** To guide finance and accounting professionals in resolving moral dilemmas responsibly.
10. **To Promote Long-Term Organizational Sustainability** To ensure ethical financial management that contributes to sustainable growth and long-term success.

## Research Design:

The research design for paper is based on qualitative analysis. The information required for this paper is collected from various secondary sources like articles, research publications, and online references from various websites.

## Issues and Challenges in Ethical Issues in Finance and Accounting

Finance and accounting professionals face various ethical issues and challenges due to pressure to achieve financial targets, competition, and complex regulations. Some of the major issues and challenges are discussed below:

### 1. Manipulation of Financial Statements:

One of the most serious ethical issues is the intentional manipulation of financial records to show higher profits or hide losses. This practice misleads investors and stakeholders.

**Challenge:** Detecting and preventing creative accounting practices while maintaining transparency.



## 2. Earnings Management:

Companies sometimes adjust accounting policies or estimates to meet profit expectations.

**Challenge:** Balancing managerial discretion with ethical reporting standards.

## 3. Insider Trading:

Using confidential company information for personal financial gain is unethical and illegal.

**Challenge:** Ensuring strict confidentiality and preventing misuse of sensitive information.

## 4. Conflict of Interest:

Accountants or financial managers may face situations where personal interests conflict with professional duties.

**Challenge:** Maintaining objectivity and independence in decision-making.

## 5. Fraud and Corruption:

Fraudulent activities such as embezzlement, bribery, and falsification of records are major ethical concerns.

**Challenge:** Implementing strong internal controls and fraud detection systems.

## 6. Pressure from Management:

Financial professionals may face pressure from top management to alter reports to meet targets.

**Challenge:** Resisting unethical pressure while safeguarding their career and job security.

## 7. Lack of Ethical Awareness:

Some professionals may not fully understand ethical standards or their importance.

**Challenge:** Providing continuous ethical training and education.

## 8. Weak Corporate Governance:

Poor oversight and ineffective boards can allow unethical practices to continue.

**Challenge:** Strengthening governance structures and accountability mechanisms.

## 9. Rapid Technological Changes:

Digital accounting systems and online transactions increase risks of cyber fraud and data manipulation.

**Challenge:** Ensuring cybersecurity and ethical use of financial technology.

## 10. Globalization and Diverse Regulations:

Different countries follow different accounting standards and regulations.

**Challenge:** Maintaining ethical consistency across international operations.

## Conclusion:

Ethical issues in finance and accounting present significant challenges that can affect an organization's reputation, financial stability, and stakeholder trust. Overcoming these challenges requires strong internal controls, ethical leadership, professional integrity, effective corporate governance, and continuous monitoring.

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## Original Article

### Role of Chatbots in Enhancing Customer Engagement in Indian E-commerce Platforms

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**Abstract:**

The rapid growth of India's digital economy has intensified competition among major e-commerce platforms such as Amazon, Flipkart, Myntra, Meesho and Ajo, making customer engagement a key strategic priority. In this context, Artificial Intelligence (AI)-powered chatbots have emerged as an important tool for enhancing customer interaction and digital experience. This study examines the role of chatbot effectiveness in driving customer engagement on Indian e-commerce platforms.

The research adopts a descriptive design based on primary data collected from 200 online shoppers using a structured questionnaire measured on a 5-point Likert scale. Convenience sampling was employed, and percentage analysis along with mean scores were used for data analysis. Chatbot effectiveness was measured through dimensions such as responsiveness, personalization, accuracy of information, ease of interaction, and 24/7 availability, while customer engagement was assessed through interaction frequency, time spent on platform, repeat visits, purchase intention, and customer participation.

The findings indicate a positive perception of chatbot effectiveness (Mean = 3.84) and a satisfactory level of customer engagement (Mean = 3.61). Personalization, quick response, ease of communication, and round-the-clock availability emerged as key drivers of engagement. The study concludes that chatbots significantly enhance behavioural engagement by encouraging user interaction, increasing time spent on platforms, promoting repeat visits, and influencing purchase intention. The research contributes to the growing literature on AI-driven customer engagement in emerging digital markets and offers managerial implications for e-commerce platforms seeking to strengthen customer relationships through conversational AI tools.

**Keywords:** Chatbots, Customer Engagement, E-commerce, Artificial Intelligence, Personalization, Responsiveness, 24/7 Availability, Purchase Intention, Customer Experience, Indian Digital Economy

#### Introduction

The rapid expansion of India's digital economy and e-commerce ecosystem has transformed the way businesses interact with customers. With increasing competition among platforms such as Amazon, Flipkart, Myntra, and Meesho, customer engagement has become a critical determinant of brand loyalty and purchase behaviour. Artificial Intelligence (AI) powered chatbots have emerged as an innovative customer interaction tool enabling real-time communication, personalized recommendations, and automated service delivery. Chatbots simulate human conversation using Natural Language Processing (NLP) and Machine Learning algorithms to handle customer queries, assist in product selection, track orders, and resolve complaints. Their 24/7 availability, instant response capability, and scalability make them valuable for enhancing customer engagement in online retail environments. In India, where mobile commerce and multilingual users are rapidly growing, chatbots play a significant role in bridging service gaps and improving digital customer experiences. Prior research indicates that AI chatbots positively influence customer satisfaction, retention, and engagement in online retail settings.

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## Literature Review

### 1. Taley Muhammad & Yulia Stukalina (2025)

Conducted a systematic literature review on AI chatbots in customer experience management. The study found that chatbot adoption improves personalization, satisfaction, and digital engagement in e-commerce ecosystems.

### 2. Sharma, Satija & Yadav (2023)

Studied consumer adoption of chatbots in the Indian e-commerce sector. Findings revealed that ease of access, technological familiarity, and responsiveness significantly influence user acceptance and engagement.

### 3. Adeleye & Omonori (2026)

Explored AI chatbots' role in customer satisfaction on e-commerce platforms. The study highlighted 24/7 availability, personalization, and instant response as major drivers of engagement and loyalty.

### 4. Wibowo, Clarissa & Suhartono (2020)

Examined chatbot applications in e-commerce customer service. The research emphasized chatbots' ability to simulate human interaction and automate service processes efficiently.

### 5. Mariyappan et al. (2025)

Investigated chatbot attributes affecting online shopping satisfaction. Personalization, response speed, information quality, and ease of use significantly improved engagement via perceived usefulness.

### 6. Soni & Dubey (2022)

Applied the Technology Acceptance Model (TAM) to chatbot interactions. Perceived usefulness and perceived ease of use strongly influenced customer satisfaction and continued engagement.

### 7. Duraiarasu et al. (2025)

Studied chatbot performance across demographics in e-commerce. Response accuracy, NLP capability, and speed were key determinants of engagement and platform loyalty.

### 8. Cheng et al. (2024)

Explored consumer trust in text-based chatbots. Empathy and friendliness positively influenced trust, which in turn increased reliance and engagement.

### 9. Zhang et al. (2024)

Analyzed multimodal chatbot interactions. Inclusion of images/audio significantly increased user engagement and retention rates.

From the above literature the major engagement drivers identified were –Personalization, Instant response, 24/7 availability, Ease of use, Trust & empathy, Language style and Multimodal interaction, while the major outcomes were - Customer satisfaction, Loyalty, Retention, Purchase intention and Brand attitude

## Research Gap

Despite the rapid adoption of AI-powered chatbots across Indian e-commerce platforms, empirical research examining their effectiveness in driving customer engagement remains limited. Existing studies have predominantly focused on service quality, customer satisfaction, and complaint resolution outcomes. While these constructs capture transactional efficiency, they fail to adequately explain behavioural engagement resulting from chatbot interactions. Customer engagement in digital commerce extends beyond satisfaction to include behavioural indicators such as interaction frequency, time spent on platforms, repeat visits, purchase intention, and customer participation. However, these engagement dimensions remain underexplored in chatbot literature, particularly within emerging markets. Furthermore, chatbot effectiveness is a multidimensional construct encompassing responsiveness, personalization, accuracy of information, ease of interaction, and 24/7 availability. Prior research has seldom examined the combined influence of these effectiveness dimensions on engagement outcomes in an integrated framework. In the Indian context, where e-commerce usage is expanding rapidly, understanding how chatbot effectiveness drives customer engagement is crucial. Therefore, this study seeks to bridge this gap by empirically analysing the impact of chatbot effectiveness on behavioural customer engagement in Indian e-commerce platforms

## Key Variables of the Study

### Independent Variable (IV): Chatbot Effectiveness

Chatbot effectiveness refers to the degree to which AI-powered conversational agents efficiently and satisfactorily assist customers during their interaction with an e-commerce platform. It reflects the functional and experiential performance of chatbots in addressing customer needs.

### The major dimensions of chatbot effectiveness include:

1. **Responsiveness (Speed of Reply):** The promptness with which the chatbot responds to customer queries and provides solutions in real time.
2. **Personalization:** The Chatbot's ability to tailor responses, recommendations, and communication based on user history, preferences, and behaviour.
3. **Accuracy of Information:** The correctness, relevance, and reliability of the information provided by the chatbot regarding products, orders, policies, and services.



- Ease of Interaction:** The simplicity, clarity, and user-friendliness of the chatbot interface, including language comprehension and conversational flow.
- 24/7 Availability:** The capability of the chatbot to provide uninterrupted assistance at any time, enhancing convenience and accessibility for users.

### Dependent Variable (DV): Customer Engagement

Customer engagement refers to the level of a customer’s cognitive, emotional, and behavioural involvement with an e-commerce platform resulting from chatbot interactions. It reflects how actively customers interact with the platform beyond transactional activities.

The major dimensions of customer engagement include:

- Interaction Frequency:** How often customers communicate or engage with the chatbot during their platform visits.
- Time Spent on Platform:** The duration customers remain active on the e-commerce platform while interacting with chatbot services.
- Repeat Visits:** The likelihood of customers returning to the platform after prior chatbot interactions.
- Purchase Intention:** The degree to which chatbot interactions influence customers’ willingness to make a purchase.
- Customer Participation:** Customers’ voluntary involvement such as writing reviews, providing feedback, participating in chats, or engaging in discussions facilitated by chatbot prompts.

### Research Questions

- Do chatbots enhance customer engagement in Indian e-commerce platforms?
- How does chatbot responsiveness influence customer interaction frequency and platform usage?
- Does chatbot personalization increase customer participation and engagement levels?
- How do information accuracy and ease of interaction affect customer engagement?
- Does 24/7 chatbot availability encourage repeat visits and purchase intention?
- What challenges limit the effectiveness of chatbots in engaging customers?

### Research Objectives

- To examine the role of chatbots in enhancing customer engagement on Indian e-commerce platforms.
- To measure the impact of chatbot responsiveness on customer engagement.
- To analyse the influence of chatbot personalization on user interaction and participation.
- To evaluate how chatbot information accuracy and ease of interaction affect engagement outcomes.
- To assess the effect of chatbot 24/7 availability on repeat visits and purchase intention.

### Research Methodology

**Research Design:** The study adopts a combination of Descriptive research design. The descriptive approach is used to understand the characteristics, perceptions, and engagement levels of online shoppers toward chatbots on Indian e-commerce platforms.

**Type of Data:** The research is based on Primary Data. First-hand information is collected from respondents to ensure accuracy and relevance to the study objectives.

**Data Collection Tool:** A Structured Questionnaire is used as the main instrument for data collection. The questionnaire consists of close-ended questions, primarily measured using a 5-point Likert Scale to capture respondents’ opinions and engagement levels.

**Sampling Method:** The study uses Convenience Sampling.

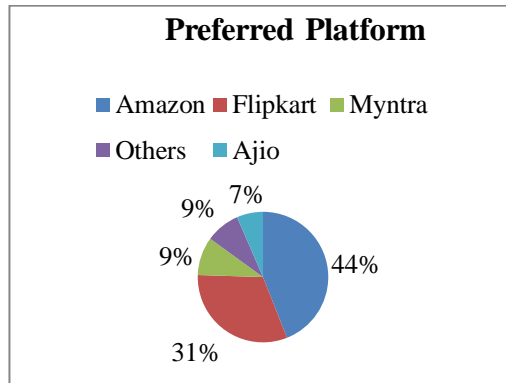
**Sample Size:** The total sample size for the study is 200 online shoppers, providing an adequate base for statistical analysis and interpretation.

**Statistical Tools:** Percentage analysis and Mean scores were used to analyse the data.

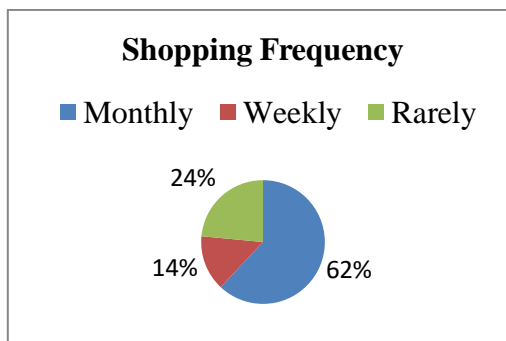
### Data Analysis:

The data was collected from 200 online shoppers - 58% Male and 41% Female while 1% Others. 22% of respondents were below 20 years, 42.5% of the respondents were in the age group of 21 – 30, 26% between 31 – 40 and the rest 9.5% above 40%. Most of the respondents were graduates – 38% followed by post grads – 28%, while those who had completed only upto PUC were 19%

Preferred Platform	Count	Percentage
Amazon	88	44
Flipkart	63	31.5
Myntra	19	9.5
Others	17	8.5
Ajio	13	6.5



Shopping Frequency	Count	Percentage
Monthly	124	62
Weekly	29	14.5
Rarely	47	23.5



**Chatbot Effectiveness (Independent Variable):**

Question	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean Score
Q8	The chatbot replies quickly to my queries.	9	20	33	75	63	3.815
Q9	I receive instant responses from the chatbot.	5	18	35	78	64	3.89
Q10	The chatbot provides recommendations based on my preferences.	5	12	28	76	79	4.06
Q11	Chatbot responses feel personalized to my needs	2	8	12	81	97	4.315
Q12	The chatbot provides accurate product information	17	38	45	60	40	3.34
Q13	Information given by the chatbot is reliable.	9	17	45	85	44	3.69
Q14	It is easy to communicate with the chatbot	7	21	19	80	73	3.955
Q15	The chatbot understands my questions clearly	12	28	65	66	29	3.36
Q16	The chatbot is available whenever I need help	11	19	39	81	50	3.7
Q17	24/7 support increases my convenience.	0	2	32	82	84	4.24

The mean score of all the factors related to chatbot effectiveness was found to be 3.84

### Customer Engagement (Dependent Variable)

Question	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean Score
Q18	I frequently interact with chatbots while shopping.	8	29	30	89	44	3.66
Q19	Chatbots encourage me to ask more questions	9	16	43	89	43	3.7
Q20	Chatbot interactions increase my time on the platform	8	23	44	68	57	3.72
Q21	I browse more after interacting with chatbots	8	20	46	74	52	3.71
Q22	Chatbot assistance encourages me to revisit the platform	10	23	40	79	48	3.66
Q23	I prefer platforms that offer chatbot support.	9	16	40	85	50	3.76
Q24	Chatbot guidance increases my likelihood of purchase.	7	25	43	81	44	3.65
Q25	Chatbots influence my buying decisions.	9	23	46	68	54	3.68
Q26	I provide feedback after chatbot interactions.	12	20	35	83	50	3.7
Q27	Chatbots encourage me to participate (reviews, ratings, etc.).	6	30	43	72	49	3.64

The mean score of all the factors related to chatbot engagement was found to be 3.61

### Major Findings:

From the above data gathered and analysis done the major findings are as given below:

1. Majority of the respondents Shop on e-commerce platforms monthly. Amazon remains the major e-commerce player followed by Flipkart.
2. The mean score of all the factors considered related to chatbot effectiveness was found to be 3.84, which is a good score
3. The mean score of all the factors related to chatbot engagement was found to be 3.61.
4. Ease of communication, quick response and personalisation were the key factors in chatbot effectiveness that were mainly liked by the customers, however of the data presented can be improved.
5. Majority of customers prefer e-commerce websites that use chatbots. Chatbots motivate the customers to ask more questions and thereby increases their time spent on the platform and hence increasing customer engagement.
6. Chatbots encourages the customers to revisit the online e-commerce platform and also increases the likelihood of purchase.
7. 24/7 availability of chatbots increases the convenience for the customers and adds to the effectiveness of the chatbots.

### Conclusion:

This study examined the role of chatbots in enhancing customer engagement on Indian e-commerce platforms. The findings reveal that most respondents shop online on a monthly basis, with Amazon emerging as the leading platform followed by Flipkart. The overall mean score for chatbot effectiveness (3.84) indicates a positive perception among users, while the engagement score (3.61) also reflects a satisfactory level of customer interaction. Key effectiveness factors appreciated by customers include ease of communication, quick response, 24/7 availability and personalization, though there remains scope for further improvement. The study also found that a majority of customers prefer e-commerce websites that offer chatbot support. Chatbots encourage users to ask more queries, increase their time spent on the platform, revisit and thereby enhance overall customer engagement. In conclusion, chatbots play a significant role in strengthening customer engagement and have become an essential feature for e-commerce platforms aiming to improve customer experience.

### Limitations of the Study:

1. The study was based on a limited sample size, which may not fully represent all Indian e-commerce users.
2. Convenience sampling was used, which may lead to sampling bias.
3. The research was confined to selected e-commerce platforms.
4. Responses were based on customer perceptions, which may be subjective in nature.



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5. Time constraints limited deeper analysis of advanced chatbot features.

## **Scope for Future Research**

1. Future studies can be conducted with a larger and more diverse sample across different regions.
2. Comparative research can be undertaken between Indian and global e-commerce platforms.
3. Sector-specific studies (fashion, electronics, grocery, etc.) can provide deeper insights.
4. Researchers can examine the impact of AI-powered and generative chatbots on customer loyalty and purchase decisions.
5. Longitudinal studies can be conducted to analyse long-term effects of chatbot usage on engagement and retention.



## Original Article

### Marching Towards Entrepreneurship: Structural Transformation and the Role of Co-operative Dairy Farming in Rural India

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**Abstract**

*The Indian dairy sector, ostensibly a global titan in volumetric production, operates on a paradoxical foundation: while the nation stands as the world's largest milk producer, the primary unit of production—the rural household—remains entrapped in subsistence-level economics. This comprehensive research report investigates the structural transition of dairy farming from a traditional avocation to a dynamic, value-added enterprise, specifically within the ecologically sensitive and socio-economically distinct region of Yellapur Taluk in the Uttara Kannada district of Karnataka. Integrating primary data from rural women farmers with an exhaustive synthesis of secondary literature—ranging from the colonial-era assessments of Norman Wright (1937) to contemporary employment elasticity theories of Raj Krishna—this analysis reveals that the "White Revolution" has yet to fully translate into "Entrepreneurial Revolution" for the marginal stakeholder. The report identifies that while 60% of surveyed farmers operate with micro-herds of fewer than two animals, creating a "subsistence trap," significant latent potential exists in the diversification of indigenous bovine derivatives, specifically the commercialization of organic manure and medicinal by-products from the Malnad Gidda breed. Furthermore, the analysis delineates the critical role of institutional intermediaries, such as the Dharwad Milk Union (DMU) and local NGOs like Manuvikasa, in bridging the chasm between raw production and market value. By examining the interplay of capital constraints, infrastructural deficits, and epidemiological risks, this report proposes a strategic framework for creating a resilient, female-led dairy entrepreneurial ecosystem in India's Western Ghats.*

**Keywords:** Dairy Entrepreneurship; Rural Women Empowerment; Malnad Gidda Breed; Value Addition; Subsistence Farming; Western Ghats

#### Introduction: The Macro-Economic Imperative of Dairying

##### 1 The Agrarian Context and Structural Shifts

In the grand tapestry of the Indian economy, agriculture remains the primary employer, yet its contribution to the Gross Domestic Product (GDP) has seen a secular decline relative to the service and industrial sectors. Within this agrarian framework, the livestock sector has emerged not merely as an adjunct to crop production, but as a critical stabilizer of rural incomes. The Indian dairy sector, expanding daily, has transformed from a fragmented collection of smallholders into a cohesive economic force, creating a "mobile bank" for millions of rural families.

Historically, the narrative of Indian dairying has been one of survival. For the landless laborer or the marginal farmer, the cow or buffalo was an insurance policy against the vagaries of the monsoon—a source of daily cash flow when harvest income was months away. However, the current economic exigencies demand a paradigm shift. The rhetoric must move beyond "survival" to "entrepreneurship." An entrepreneur, in this context, is defined as an agent who reshuffles economic resources—land, labor, and capital—to extract higher productivity and value. For the rural woman, who has historically borne the brunt of animal husbandry labor without commensurate economic recognition, this shift represents a profound socio-economic liberation.

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## 2 The Gendered Dimension of Dairy Enterprise

Women constitute the silent backbone of the Indian dairy sector. Estimates suggest that women perform over 70% of the labor associated with livestock management—feeding, milking, and cleaning—yet their role in decision-making and financial control has traditionally been marginal. The transition to entrepreneurship implies a structural change where women move from being "unpaid family labor" to "dairy managers" who negotiate prices, manage supply chains, and invest in asset expansion.

The primary data underpinning this report, collected from Yellapur Taluk, underscores this gendered dynamic. Women in this region utilize dairy farming not just for income, but as a mechanism for independent employment and social standing. However, the path is fraught with systemic barriers. Unlike their urban counterparts, rural women entrepreneurs face a "double burden" of domestic responsibility and enterprise management, exacerbated by a lack of access to formal credit markets and technical training.

## 3 The Problem Statement: Risk and Innovation

An entrepreneur is fundamentally an individual who takes moderate risks to bring about innovation. In the context of rural Yellapur, "innovation" does not necessarily imply high-tech automation; it implies the adoption of scientific breeding, the commercial processing of milk into value-added products (like *Khoa* or *Paneer*), and the monetization of by-products like organic manure and cow urine.

The central problem identified in this research is the "entrepreneurial gap." While the biological assets (cattle) exist, the complementary assets—knowledge, capital, and infrastructure—are missing. Dairy farming is viewed by many respondents as a profitable enterprise *only if* risks are managed and innovations adopted. However, as the data reveals, the majority of farmers remain risk-averse, trapped in low-input, low-output cycles due to a severe shortage of funds and infrastructural support.

## Historical and Theoretical Framework

To understand the current trajectory of dairy entrepreneurship, it is essential to anchor the analysis in the historical evolution of India's dairy policy and the economic theories that justify investment in this sector

### 1 The Wright Report (1937): A Colonial Warning

The genesis of India's modern dairy discourse can be traced back to the late colonial period. In 1937, Norman Wright, a British dairy expert, authored the seminal *Report on the Development of the Cattle and Dairy Industries of India*. Wright's observations, made nearly a century ago, remain startlingly relevant to the ecological context of the Western Ghats today.

Wright argued against the indiscriminate importation of western dairy models. He observed a critical dichotomy in the Indian market:

1. **Urban Demand:** High-yielding cows were economical for city milk supply schemes.
2. **Rural Necessity:** In the villages, the primary requirement was for draught breeds to power agriculture, with milk being a secondary byproduct.

Crucially, Wright strongly opposed large-scale cross-breeding with European breeds to improve milk strains in rural India. He emphasized that any breeding policy must account for the harsh tropical "environment under which the animal had to live and produce". He advocated for the improvement of indigenous stock through selective breeding—a recommendation that was largely sidelined during the later "White Revolution" which aggressively promoted cross-breeds like Holsteins and Jerseys.

Today, in the humid, hilly terrain of Yellapur, Wright's warning resonates. Cross-bred animals often succumb to heat stress and tick-borne diseases, whereas the indigenous *Malnad Gidda* thrives. The "blind" pursuit of volume over adaptability has created a sustainability crisis that modern entrepreneurship must address by rediscovering indigenous genetics.

### 2 Raj Krishna's Employment Elasticity

From a development economics perspective, the rationale for prioritizing dairy entrepreneurship finds its strongest advocate in the work of Prof. Raj Krishna. In his analysis of rural unemployment, Raj Krishna posited that the livestock sector possesses a unique capacity for labor absorption.

Krishna's calculations, cited frequently in economic literature, suggest a staggering employment potential. He observed that an investment of **one million rupees** in the dairy sector could generate an employment potential of **290 person-years**. In stark contrast, the same capital investment in the crop production sector generates only 120–200 person-years of employment.

This high "employment elasticity" of dairying is a critical theoretical pillar for this report. It suggests that capital injection into dairy entrepreneurship yields superior returns in terms of job creation, particularly for the landless and marginal sections of society who may not own arable land but can rear cattle. For policymakers, this data point serves as a powerful justification for diverting credit and subsidies toward the dairy sector as a tool for poverty alleviation and social equity.

### 3 The "Ganguli" Synthesis

Further reinforcing this economic rationale, B.N. Ganguli (1980) synthesized these findings to argue that the dairy industry reduces the population burden on agriculture. In a country where disguised unemployment in agriculture is rampant, dairying provides a productive outlet for surplus labor. The current study in Yellapur validates this theory, as many respondents use dairying to supplement household income when agricultural work is seasonal or unavailable.

### The Geo-Social Landscape: Yellapur and Uttara Kannada

#### 1 Ecological Uniqueness and Constraints

The research is geographically anchored in Yellapur Taluk, Uttara Kannada district. This region is ecologically distinct from the plains of Karnataka. Situated in the heart of the Western Ghats, the district is characterized by a forest cover exceeding 79%. This topography imposes unique constraints on dairy entrepreneurship:

- **Land Scarcity:** The high forest density leaves very little land for fodder cultivation. As noted in the constraint analysis, 78.89% of farmers report land scarcity as a major hurdle.
- **Grazing Restrictions:** Traditional free-grazing practices are increasingly curtailed by forest conservation laws, forcing a shift towards stall-feeding which increases input costs.
- **Climate:** The high humidity and heavy rainfall favor specific disease vectors, making the management of exotic breed's difficult and necessitating robust veterinary support.

#### 2 The Socio-Demographic Fabric: Siddis and Tribal Communities

Yellapur is home to a diverse demographic, including the **Siddi community**—descendants of Bantu peoples from Southeast Africa. The Siddis, along with other tribal groups like Gowlis and Kunbis, have a distinct socio-economic profile characterized by high illiteracy (60-85% in some villages) and small landholdings.

Historically, these communities have been marginalized, with limited access to formal banking or markets. However, recent interventions have begun to alter this landscape. The formation of the **Siddisiri Mahila Raita Utpadakara Mattu Maratagarara Sangha**, an all-women Farmer Producer Organization (FPO) in Manchikeri, represents a significant stride towards collective entrepreneurship. This context is vital because "entrepreneurship" in Yellapur is not just about profit; it is about social inclusion and overcoming historical marginalization.

### Research Methodology

#### 1 Objectives

The study was designed with two primary objectives:

1. **To assess the opportunities** available for rural women to transition into dairy entrepreneurs.
2. **To identify and rank the structural problems** faced by these women in establishing and sustaining milk diaries.

#### 2 Sampling and Data Collection

The research employs a descriptive analytical design.

- **Primary Data:** A structured interview schedule was administered to **50 women dairy farmers** in Yellapur Taluk. The respondents were selected using a random sampling technique to ensure a representative cross-section of the local dairy community.
- **Secondary Data:** To provide a broader context, data was collated from the Dharwad Milk Union (DMU), government reports (Department of Animal Husbandry & Veterinary Services), and academic journals such as *Agricultural Situation in India* and *Indian Dairyman*.

### Structural Analysis of Dairy Farming in Yellapur

The transition to entrepreneurship is fundamentally constrained or enabled by the scale of operation. The primary data provides a granular view of the asset base of the respondents.

#### 1 Herd Size: The Subsistence Trap

Entrepreneurial literature suggests that "scale" is a prerequisite for bargaining power and operational efficiency. However, the data from Yellapur reveals a dominance of micro-holdings.

**Table 1: Distribution of Respondents by Size of Cattle Herd**

Size of Cattle (Head Count)	Number of Respondents	Percentage	Implication
Less than 2	30	60.00%	Subsistence Mode
2 – 4	15	30.00%	Transitional
4 – 6	5	10.00%	Commercial Potential

Size of Cattle (Head Count)	Number of Respondents	Percentage	Implication
Total	50	100.00%	

Source: Primary Data from

**Analysis:** The data indicates that a staggering 60% of women operate with fewer than two animals. In dairy economics, a herd size of 1-2 animals is typically insufficient to generate a marketable surplus after meeting household consumption needs. This "micro-herd" structure suggests that the primary motivation is **subsistence**—meeting nutritional needs and securing cow dung for fuel or manure—rather than commercial enterprise. This structural fragmentation poses a significant barrier to entrepreneurship. Small herd sizes increase the transaction costs of milk collection (higher cost per liter for logistics) and limit the farmer's ability to invest in productivity-enhancing technologies like chaff cutters or milking machines. The transition from "Less than 2" to the "4-6" category is the critical leap required for entrepreneurial takeoff.

## 2 Entrepreneurial Opportunities: Perception vs. Reality

Respondents were asked to evaluate various avenues for business expansion. Their responses reveal a mix of pragmatic assessment and information asymmetry.

**Table 2: Perceived Opportunities for Entrepreneurship**

Entrepreneurial Opportunity	Certainly Possible	Possible	Impossible	Certainly Impossible
Produce Dairy Products	26 (52%)	7	10	3
Prepare Manure for Commercial Purpose	9 (18%)	8	16	1
Collect & Sell Cow Urine for Medicine	4 (8%)	1	17	10
Develop Breed (Breeding)	1 (2%)	3	4	16 (32%)
Increase Milk Production (Own Dairy)	6 (12%)	3	2	14

Source: Primary Data from

### Analysis of Opportunities:

- Value Addition (Dairy Products):** The majority (52%) view the production of dairy products (like *Khoa*, *Paneer*, *Curd*) as "Certainly Possible." This is a rational economic response. Liquid milk is highly perishable and subject to price volatility. Value-added products have a longer shelf life and capture a higher share of the consumer rupee. This perception aligns with the success of the **Dharwad Milk Union**, which markets branded products like *Peda* and *Lassi*.
- The Manure and Urine Paradox:** Only 18% saw commercial manure production as "Certainly Possible," and a mere 8% saw potential in cow urine. This represents a significant **knowledge gap**.
  - Scientific Reality:** Indigenous cattle urine (specifically *Malnad Gidda*) has high market value in the organic farming sector for formulations like *Jeevamrutha* and *Panchagavya*. Research has confirmed its antioxidant and anti-inflammatory properties.
  - NGO Intervention:** Organizations like **Manuvikasa** have actively promoted organic manure and vermicompost units in the region. The low perception among general respondents suggests that these successful models have yet to permeate the broader consciousness of the farming community.
- Breeding Pessimism:** The high negativity towards breeding (32% "Certainly Impossible") reflects the technical and capital intensity of breeding programs. Smallholders lack the resources to maintain bulls or access high-quality artificial insemination (AI) services reliably, validating Norman Wright's historical concerns about the difficulty of breed improvement in village conditions.

### The Indigenous Asset: Malnad Gidda

To understand the specific entrepreneurial potential of Yellapur, one must analyze the biological asset at its core: the **Malnad Gidda** cattle.

## 1 Breed Profile and Resilience

The *Malnad Gidda* is a dwarf breed native to the Western Ghats (including Uttara Kannada, Shimoga, and Chikmagalur). Unlike the heavy-feeding Holstein-Friesians, this breed is evolutionarily adapted to the local ecology. They are small (80-120 kg), agile grazers capable of navigating steep, forested terrain, and highly resistant to tick-borne diseases and heavy rainfall.

## 2 Economic Potential beyond Milk

While their milk yield is low (3-5 kg/day compared to 15+ kg for crossbreeds) , their entrepreneurial value lies in **quality** and **by-products**:

- **A2 Milk:** The milk is rich in A2 beta-casein, which commands a premium price in health-conscious urban markets.
- **Medicinal By-products:** The urine of *Malnad Gidda* is considered superior for Ayurvedic formulations. Studies indicate distinct chemoprofiles in their urine, making it a valuable input for the pharmaceutical and cosmetic industries.
- **Input Efficiency:** They require negligible external inputs, surviving on forest grazing and crop residues. This "low maintenance" characteristic creates a high net margin even with lower gross output, protecting the farmer from the volatility of feed prices.

**Insight:** The "subsistence trap" identified in Table 1 might be re-engineered into a "niche enterprise" model. Instead of trying to scale up volume with expensive crossbreeds (which often fail in this terrain), Yellapur women could become entrepreneurs in the **boutique organic sector**, selling A2 milk and bio-pesticides derived from *Malnad Gidda*.

## Critical Constraints and Systemic Barriers

The transition from "farmer" to "entrepreneur" is blocked by a series of structural hurdles. The respondents ranked these constraints based on severity.

**Table 3: Ranking of Problems Faced by Dairy Farmers**

Rank	Problem Area	Total Weight Points	Analysis of Severity
I	Shortage of Funds	239	Critical Blockade
II	Infrastructural Facilities	234	Logistic Failure
III	Lack of Knowledge	206	Extension Failure
IV	Diseases	179	Risk Factor
V	Low Price for Milk	107	Market Failure
VI	Shortage of Feeds	35	Resource Constraint
VII	Lack of Govt. Support	15	Institutional Gap

Source: Adapted from Primary Data

### 1 Deep Dive: The Liquidity Crisis (Shortage of Funds)

Ranked as the number one constraint (239 points), the shortage of funds is the root cause of stagnation. Dairy farming is capital intensive—requiring investment in livestock, shed construction, and feed before any revenue is realized.

- **Credit Exclusion:** Rural women often lack collateral (land titles are typically in male names), making formal bank loans inaccessible.
- **Scheme Dependencies:** While government schemes like **Pashu Bhagya** exist (offering subsidies of up to ₹1.20 lakh for cattle units), the "backend subsidy" model requires farmers to secure bank loans first—a hurdle many cannot clear. The high ranking of this problem suggests that despite the existence of schemes, the *accessibility* of finance remains broken.

### The Infrastructure Deficit

Yellapur's dispersed settlements make milk collection a logistical nightmare. The **Dharwad Milk Union (DMU)** operates chilling centers (e.g., at Sirsi and Haliyal), but the "last-mile" connectivity is weak.

- **Spoilage Risk:** Without immediate access to **Bulk Milk Coolers (BMCs)**, milk spoilage is high in the humid climate.



- **Power Supply:** Reliability of electricity in forest villages is poor, rendering electric milking machines or small-scale chilling units ineffective.

### 3 The Knowledge Gap

The ranking of "Lack of Knowledge" (Rank III) correlates directly with the missed opportunities in Table 2 (Manure/Urine). Entrepreneurial behavior scales emphasize "Information Seeking Behavior" as a key trait of successful farmers. The gap here is a failure of agricultural extension services to educate women on:

- Modern breeding practices (Artificial Insemination timing).
- Value-addition technologies (making *Paneer* or organic pesticides).
- Disease management protocols.

### 4 Epidemiological Risks: The Disease Burden

Livestock diseases (Rank IV) are a constant threat to capital.

- **Current Statistics (2024-2025):** Data from the first half of 2024 indicates significant outbreaks of **Lumpy Skin Disease (LSD)** (4,049 attacks, 222 deaths) and **Foot and Mouth Disease (FMD)** in the bovine sector nationally.
- **Regional Specifics:** In Yellapur, **Mastitis** is a silent killer of profitability. Sub-clinical mastitis often goes undetected due to lack of testing kits, reducing milk yield and quality. **Brucellosis** is another zoonotic threat, with vaccination coverage (*Brucella S19* strain) being critical yet inconsistent in remote areas.

### 5 Market Volatility: Pricing and Feed

While "Low Price" was ranked fifth, recent developments in 2025 have brought this to the forefront.

- **Price Hikes:** In 2025, the Karnataka government approved a **₹4 per liter hike** in milk prices to support farmers. While this boosts revenue, it is often offset by the rising cost of feed.
- **Feed Scarcity:** The "Shortage of Feeds" (Rank VI) becomes acute in summer. With forest grazing restricted, farmers must buy expensive commercial concentrates. If the milk price hike does not outpace the feed cost inflation, the net entrepreneurial profit remains stagnant.

### Institutional Architecture: The Enablers

Entrepreneurship does not happen in a vacuum. It requires a supportive institutional ecosystem.

#### 1 The Dharwad Milk Union (DMU)

The **Dharwad Co-operative Milk Producers Union Ltd. (DMU)**, established in 1986, is the lifeline for dairy farmers in Uttara Kannada, Dharwad, Haveri, and Gadag districts.

- **Scale:** As of 2025, DMU operates through over 900 Dairy Co-operative Societies (DCS) and handles approximately 2.10 lakh liters of milk per day.
- **Infrastructure:** It has invested in a network of chilling centers (92 TLPD capacity) and 87 Automatic Milk Collection Units. This automation is crucial for transparency, ensuring farmers are paid based on accurate fat/SNF (Solids-Not-Fat) readings, thus building trust.
- **Value Addition:** DMU produces branded products like *Nandini Peda*, *Ghee*, and *Butter*. This industrial-scale value addition subsidizes the procurement price paid to farmers, illustrating the "Co-operative Advantage".

#### 8.2 The Role of NGOs: Manuvikasa

While cooperatives handle milk, NGOs like **Manuvikasa** handle capacity building.

- **FPO Formation:** Manuvikasa successfully promoted the **Siddisiri Mahila Raita Utpadakara Mattu Maratagarara Sangha**, an FPO in Manchikeri run by tribal Siddi women. This FPO aggregates honey, dairy products, and non-timber forest products, giving these marginalized women collective bargaining power.
- **Holistic Training:** In 2024-2025, Manuvikasa trained 297 women specifically in dairy development and 686 in sustainable agriculture. They also distribute organic manure and bee boxes, integrating dairy into a broader "Green Economy" model.

### Entrepreneurial Behavior and Psychological Dimensions

The transition from a passive producer to an active entrepreneur involves a psychological shift. Research on the "Entrepreneurial Behavior" of dairy farmers identifies specific traits that correlate with success:

1. **Innovativeness:** The willingness to try new technologies (e.g., silage making, chaff cutters). Data suggests most farmers have "medium" innovativeness, inhibited by risk aversion.
2. **Decision-Making Ability:** The ability to make timely decisions regarding breeding and sales. Women in cooperatives (WDCs) show significantly higher scores in decision-making autonomy compared to non-members.
3. **Information Seeking:** Successful entrepreneurs actively seek market and technical data. The "Lack of Knowledge" constraint in Yellapur (Table 3) indicates a deficit here, which extension services must address.

### Conclusion and Strategic Recommendations

#### 1 Synthesis

The dairy sector in Yellapur stands at a crossroads. The potential for entrepreneurship is immense—underpinned by the employment elasticity theories of Raj Krishna and the biological resilience of the *Malnad Gidda* breed. However, the



realization of this potential is throttled by structural "shortage of funds," infrastructural gaps, and a pervasive lack of technical knowledge regarding value addition.

The prevailing "subsistence model" (Herd size < 2) is a rational adaptation to these constraints but a barrier to economic mobility. The path forward lies not in mere expansion of herd numbers, but in **value diversification**—turning the dairy farm into a producer of milk, manure, medicine, and energy.

## 2 Recommendations

### 1. Financial Engineering:

- **Credit Access:** Banks must recognize "Cattle Insurance" and "Milk Pouring Records" (at DCS) as collateral substitute to lend to landless women.
- **Direct Benefit Transfer (DBT):** Subsidies under schemes like *Pashu Bhagya* should be front-loaded or released via distinct milestones to prevent the initial capital liquidity trap.

### 2. Infrastructural Innovation:

- **Solar Cold Chains:** Given the erratic power supply in forest villages, DMU should deploy **Solar-Powered Bulk Milk Coolers**.
- **Mobile Veterinary Clinics:** To address the "Disease" constraint (Rank IV), mobile units must proactively visit remote tribal hamlets for FMD/Bruceellosis vaccination drives.

### 3. Breed Strategy (The Wright Approach):

- Stop the indiscriminate cross-breeding in deep forest zones. Instead, launch a "**Malnad Gidda Conservation & Commercialization**" program. Create a premium "A2 Milk" brand specifically for this breed, marketed to urban centers in Karnataka, ensuring higher returns for lower volume.

### 4. Knowledge & Extension:

- **"Dairy Business Schools":** Establish village-level field schools (like those run by Manuvikasa) to teach women not just cow rearing, but *dairy economics*—calculating feed-to-milk ratios, understanding profit margins, and marketing manure.
- **Commercialize By-products:** Launch pilot units for **Cow Urine Distillation (Ark)** and **Vermicompost** packaging, turning waste into a revenue stream (Ranked as "Impossible" by respondents, but highly viable in reality).

By addressing these core areas, the rural women of Yellapur can indeed march towards true entrepreneurship, transforming from passive suppliers of raw milk into active managers of vibrant, sustainable, and profitable rural enterprises.

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## Original Article

### Artificial Intelligence in Indian Banking – Transforming the Future

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#### Abstract

Artificial Intelligence (AI) is revolutionizing the banking sector, introducing innovations that enhance efficiency, customer experience, and decision-making processes. This paper is an attempt to examine the extent to which technology based on artificial intelligence (AI) has made inroads into the banking and financial sectors in India. The paper begins with providing a background to the adoption of such technology in the Indian financial arena. It then proceeds to identify the forms of AI currently being used in the Indian banking and financial sector. In this article, we will look at the key applications of artificial intelligence in banking, the benefits of using such technology and the future goals for integrating the same in the banking sector have also been discussed. Finally, it concludes with a set of concerns in regard to the adaptability and sustainability of such technology within the financial sector of Indian economy, and also recommendations for the road ahead.

**Keywords:** Artificial Intelligence, Banking, Finance, Technology

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#### Introduction

In the modern digital era, technology plays an important role in helping businesses organizations achieve their goal of providing good services to their customers. Artificial intelligence (AI) is the computer controlled robots to perform tasks that typically require human intelligence and understanding. Artificial intelligence is also used in banking to detect fraud, resolve customer inquiries, monitor customer behavior, and recommend personalized services. Artificial intelligence helps in automate processes, make better decisions, and manage customer requests with less effort. It also helps in manage risk by detecting and preventing fraud and money laundering in real time. Artificial intelligence can be used in a variety of ways to improve the banking sector. In India, one of the biggest challenges facing banks today is poor data and customer segmentation. The emergence of payment technology companies such as Airtel Payments Bank and Paytm Payments Bank, emergence of neo banks and neo banking platforms, and emergence of NBFCs have made it difficult for banks to survive in the existing paradigm. In the new era, banks are using new technologies to further develop and improve their services to customers. Artificial intelligence is helping banks transform their entire business, from insurance to sales, contracts to cyber security. Banks are using analytics, block chain, and machine learning to future-proof their products and services. Artificial intelligence in banking and finance improves the efficiency and competitiveness of banks and financial institutions. Banks are using AI for a variety of purposes, including fraud detection, improving customer experience, monitoring customer behavior to provide better service, and checking the credit history of users' products to predict loan risk. AI chatbots for banking sectors helps banks attract customers, improve service quality, and expand their brand's impact on the business. Smart mobile apps can track user behavior and extract sensitive information based on user browsing trends. This information helps service providers provide personalized recommendations to customers.

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Thus, the study aims to analyze the concepts AI in Indian Banking sector and also discusses the various opportunities of AI in Indian banking sectors and also the growth of AI in Indian banking sector.

## Objectives

1. To understand the concepts of Artificial Intelligence.
2. To discuss the opportunities of Artificial Intelligence in Indian Banking sector.
3. To understand the future of Artificial Intelligence in Indian Banking sector.

## Research Methodology

The study is descriptive in nature. Secondary sources of data are used in the study. The required data was collected from websites, internet and published scholarly research articles.

## Artificial Intelligence

Artificial Intelligence refers to machines performing human-like tasks. Its main components are Machine Learning algorithms that train on data, Neural Networks that mimic the brain's structure, and Natural Language Processing that understands human language. AI systems work by taking inputs, processing them with algorithms, and providing intelligent outputs that mimic human cognition and reasoning abilities.

## History of Artificial Intelligence in India

The history of Artificial Intelligence in India is a story of gradual growth, culminating in rapid acceleration in recent years. While India wasn't at the forefront of early AI research, it has made significant strides in the field, particularly since the turn of the millennium.

**i Early Days (1960s-1980s):** Indian institutes like IIT Kanpur and IISc Bangalore began computer science research, laying the groundwork for future AI development.

- o In 1986, the Knowledge Based Computer Systems (KBCS) project was initiated, marking India's first major AI research program.

**ii Foundations (1990s):**

- o The establishment of C-DAC (Centre for Development of Advanced Computing) in 1988 boosted supercomputing capabilities, indirectly supporting AI research.
- o Indian software companies began exploring AI applications, primarily in business process automation.

**iii Growth Phase (2000s):**

- o Indian IT giants like TCS, Infosys, and Wipro started investing in AI research and development.
- o Academic institutions expanded their AI and machine learning programs.

**iv Acceleration (2010s):**

- o 2014-15: The "Digital India" initiative was launched, emphasizing the importance of emerging technologies including AI.
- o 2018: NITI Aayog released the National Strategy for Artificial Intelligence, outlining India's approach to leveraging AI for economic growth and social inclusion.
- o Indian startups focusing on AI solutions began to emerge and attract significant funding.

**v Current Era (2020s):**

- o AI has become a key focus area for both government and private sector initiatives.
- o India is positioning itself as a global AI hub, with applications ranging from healthcare to agriculture to smart cities.
- o The government has launched initiatives like "AI for All" and is integrating AI into various sectors including education and governance.

Throughout this journey, India has leveraged its strengths in software development and data processing to carve out a unique position in the global AI landscape. The country's diverse demographic and complex socio-economic challenges have also provided a fertile ground for developing AI solutions tailored to emerging markets.

Today, India stands at the cusp of an AI revolution, with the potential to become a leader in ethical and inclusive AI development that addresses both local and global challenges.

## Changing Face of Banking in India

The growth of Artificial Intelligence (AI) in the Indian banking industry has been a gradual but consistent process. Indian banks have recently embraced AI-powered solutions to increase operational effectiveness, improve customer experience, and reduce fraud. The growth of big data and digital technology has been one of the main factors influencing AI growth in the Indian banking sector. In India, banks have access to massive amounts of data, which they can use to inform their business decisions and develop AI-powered solutions. The Indian central bank, Reserve Bank of India, is a major factor in any new technology adoption in Indian banking sector. RBI has taken a pragmatic view of embracing new technology adoption on banks through regulation. RBI's proactive push of new technology adoption



has not just been restricted to creating policy frameworks. India has become one of the global fintech hubs. In India, most progressive banks like ICICI Bank, Axis Bank and HDFC Bank have proactively gone to fintech. During 2017, Bank Chain was announced by SBI where, more than 30 members consortium led by SBI includes banks, NBFCs and the National Payments Corporation of India (NPCI), an organization set up by Indian banks to support retail payments. Bank Chain is a community of banks for exploring, building and implementing blockchain solutions. Bank Chain is supported by Pune-based start-up Prime chain Technologies to create these solutions.

## **The Impact of Ai in Banking**

The best way to understand the impact of AI in the banking sector is to analyze the benefits that come with this technology.

### **Finances**

Firstly, reduction in customer acquisition costs. Here, bank needs to consider the use of AI in banking for the sake of customer onboarding. Artificial intelligence, along with biometric technology, is utilized to accelerate the process and make it less strenuous, actively reducing abandonment rates. Secondly, consider operational costs, customer support agents, when aided by AI, they can navigate through financial institution's regulations more efficiently, hence solving more queries. Thirdly, there are intelligent product recommendations. AI-based solutions, can provide agents with smart sales suggestions based on customer data, hence boosting sales and providing a steadier income stream to your organization. Finally, AI also impacts the financial side of the banking sector by improving overall decision-making. NLP models can improve fraud detection, consumer segmentation, and even data processing and security, decreasing the costs required to do this manually.

### **Security**

When discussing the impact of AI on banking, we must mention the way it affects security. This can sometimes be a double-edged sword, though in most cases, artificial intelligence does improve general data and financial security significantly. The first instance of AI being used for this sake can be seen in fraud detection. Artificial intelligence, when trained on proper data, can spot anomalies indicating shady transactions or activities on your customer's accounts, hence helping you detect them and prevent them more quickly. Secondly, artificial intelligence itself can protect the data. When trained for this purpose, it is capable of detecting potential cyber attack attempts and alerting potential breaches. Unfortunately, AI itself may become a target and be fed with toxic data to disrupt your operations. Therefore, one need to ensure the security of models first, and only then can use them to boost the security of your data.

### **Loan Decisions**

The impact of AI in banking sector may also be felt in other banking and financial sectors, namely loans. The organizations specializing in them frequently use AI-ML systems to automate their loan decision-making processes and make it more thorough by analyzing additional data, such as transaction history, or detecting fraud (as mentioned before). Yet, this is an approach that is quite risky.

### **Risk Management**

When it comes to decision-making, another major shift can be observed in general risk management, where artificial intelligence is used to predict the...unpredictable.

### **Sustainability**

AI can help banks become "greener."

With the new EU regulations, banks are obliged to classify their transactions (and publish them) based on whether they are eco-friendly or not. This requires major data processing capabilities – ones that AI has. With AI-powered systems, it is possible for the banks to process the information acquired from their commercial customers and define which deals are indeed "green" and which aren't, helping banks become more sustainable and remain compliant with the EU legislation.

### **Customer Experience and Satisfaction**

AI also impacts the general customer experience and satisfaction in the banking sector.

Firstly, due to its data-processing capabilities, AI reduces the time required for most processes, leading to shorter turnaround times and happier customers. This refers to anything from customer service to loan decisions.

Secondly, AI makes the processes easier and more convenient, especially for customers in the digital-only or mobile-only segments. Intelligent eKYC processes, videobots, and widely accessible chat support help customers get their business done without leaving home, which is crucial for many younger consumers.

Thirdly, AI enables high-level personalization by providing customers with intelligent product recommendations, but also tailored content that is in line with their priorities and expectations, hence building loyalty and satisfaction.

Finally, it's possible to use artificial intelligence for additional services that build customer loyalty.

### **Adoption of Ai in the Banking Sector**

Artificial intelligence plays a very important role in the Indian economy. During 2016, global investment in AI applications touched USD 5.1 billion (Euro 4.3 billion) PwC FinTech Report India (2017). Not only PNB but banks like SBI, HDFC, ICICI, HSBC, Axis banks and many other banks in India have turned towards AI. The some of the banks adopted AI are:



- SBI introduced SIA. SIA provides a chatbot solution that enables customers to interact with the bank through natural language conversation, reducing wait times and the need for human customer service representatives. It assists customers with routine financial procedures and answers their questions ineptly, exactly like a bank staff.
- Allahabad Bank uses artificial intelligence (AI) in various aspects of its operations like Fraud detection, automated customer service, loan processing, including risk management are some frequent applications for AI in the banking industry.
- YES Bank has implemented two major AI initiatives that is YESm Power where this is an AI-powered platform that provides a range of services to the bank's customers, such as chatbots for customer service, fraud detection, and risk management and YES ROBOT is to improve its operations and customer experience.
- HDFC Bank It has created the chatbot EVA, which stands for Electronic Virtual Assistant and is an AI-powered chatbot solution which enables customers to interact with the bank through natural language conversation.
- Axis Bank It stands for Axis AI and Automation and is an AI-powered platform that provides a range of services to the bank's customers, such as chatbots for customer service, fraud detection, and risk management. By implementing AXAA, the bank can provide more targeted products and services, prevent fraudulent activities, and improve its reputation and competitiveness in the market.
- ICICI bank was the first in the nation to integrate AI technology on a broad scale into visually appealing operations. The bank has implemented AI-powered chatbots, AI-powered fraud detection solutions, and AI-powered personalized services. These programs have helped ICICI Bank increase operational effectiveness, lower expenses, and improve customer satisfaction.
- Canara Bank introduced Mitra, it is an AI-powered virtual assistant that provides instant and accurate responses to customer inquiries through natural language conversation a creative robot that assists visitors in navigating the bank. The second AI is, Candi, it is an AI-powered chatbot solution that enables customers to access banking services through a conversational interface.

## **Applications: How AI Can Solve Banking Challenges**

### **Speech recognition**

Convert speech to text to improve your service with insights from customer interactions, such as contact center calls, and drive better customer service experiences.

### **Sentiment analysis**

Analyze sentiment in a given text with prevailing emotional opinion using Natural Language AI, such as investment research, chat data sentiment, and more.

### **Anomaly detection**

Detect anomalies, such as fraudulent transactions, financial crime, and cyber threats.

### **Anti-money laundering**

Find suspicious, potential money laundering activity faster and more precisely with AI in retail and commercial banking.

### **Recommendations**

Deliver highly personalized recommendations for financial products and services, such as banking offers, based on customer journeys, peer interactions, risk preferences, and financial goals.

### **Translation**

Make your content, such as financial news and apps multilingual with fast, dynamic machine translation at scale to enhance customer interactions and reach more audiences wherever they are.

### **Document processing**

Extract structured and unstructured data from documents and analyze, search, and store this data for document-intensive processes, such as loan servicing and investment opportunity discovery.

### **Fraud mitigation with image recognition**

Derive insights from images and videos to expedite customer onboarding with identity document verification.

### **Customer communications**

Delight your customers with human-like AI-powered contact center experiences, such as a banking concierge or customer center, to lower costs and free up your agents' time. Transform personal finance and give customers more ways to manage their money by bringing smart, intuitive experiences to your apps, websites, digital platforms, and virtual tools.

### **Data science and analytics**

Use data customer, risk, transaction, trading, or other data insights to predict specific future outcomes with a high degree of precision. These capabilities can be helpful in fraud detection, risk reduction, and customer future needs' prediction.

Access a complete suite of data management, analytics, and machine learning tools to generate insights and unlock value from data for business intelligence and decision-making.



## **Predictive modeling**

Use data customer, risk, transaction, trading, or other data insights to predict specific future outcomes with a high degree of precision. These capabilities can be helpful in fraud detection, risk reduction, and customer future needs' prediction.

## **Cyber security**

Automate aspects of cyber security by continuously monitoring and analyzing network traffic to detect, prevent, and respond to cyber attacks and threats.

## **Engaging experiences with generative AI**

Build new AI-powered search and conversational experiences by creating, recommending, synthesizing, analyzing, and engaging in a natural and responsible way. Watch this video to see how banks can transform the resolution of customer credit card concerns with generative AI.

## **The Future of AI in Banking**

AI is set to accelerate growth across the banking sector. Digital platforms are enabling banks to adopt new sales strategies, improve efficiency, focus on data utilization, and offer personalized, relationship-based customer interactions on a large scale. AI is crucial in facilitating customized customer responses, providing safer and more reliable product and service recommendations, and gaining trust through expanded concierge services accessible to customers at crucial moments.

Furthermore, banks must develop distinct, permission-based digital customer profiles. The challenge is that the necessary data often exists in isolated silos. By dismantling these silos, integrating AI, and combining it with human interaction seamlessly, banks can shape experiences that meet their customers' individual needs while efficiently scaling to growth.

## **Conclusion**

In recent years, India is focusing on technology; it is a key component of economic development. AI enhances business results exponentially as it is evolving as the go-to technology across the world. Banking sector is becoming one of the first adopters of AI and implementing the technology in different ways. The applications of AI include smarter chatbots for customer service, personalizing services for individuals and even placing an AI robot for self- service at banks. Beyond these basic applications, banks can implement the technology enhance the efficacy of back-office and also reduce the fraud and security risks. Thus, Artificial intelligence is set to become the sole determinant of the competitive position of Indian banks

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## Original Article

### Emerging Trends in Digital Marketing

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#### Abstract

India's marketing ecosystem has evolved from traditional advertising to most modern digital strategies. The shift isn't just about moving online it's about creating personalized, interactive experiences that resonate with diverse audiences across the globe. Modern marketers must use multiple platforms, languages, and consumer preferences while maintaining authentic brand narratives. The democratization of internet access has profoundly changed consumer behavior. Today's consumer researches products online, seeks peer recommendations and reviews through social media, and expects seamless experiences across all touch points. Brands that recognize these shifts and adapt their strategies accordingly are observing exceptional growth and customer loyalty. In this article, an attempt is made to look at the biggest digital marketing trends that will change the way we do business with emphasis on the use of AI in marketing and how it is revolutionizing the world of marketing and communications.

**Keywords:** Digital marketing, Trends, AI, Social media marketing

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#### Introduction

India's digital marketing landscape has witnessed growth in leaps and bounds in recent years. With a population of over 1.4 billion, the nation offers numerous opportunities for businesses to leverage digital channels to reach their customers. From social media marketing to search engine optimization, India has embraced various digital marketing strategies to thrive in the online marketplace. Digital marketing has become an integral part of India's business ecosystem. It plays a vital role in supporting marketing efforts, improving brand visibility, and fostering customer engagement. The shift from traditional advertising to digital platforms has allowed businesses, to connect with consumers in a cost-effective manner. The rise of e-commerce has further fueled the importance of digital marketing in India. The future of marketing is shaped by technological advancements along with digital innovation and changing expectations of customers.

#### Objectives

- i. To review the marketing aspects of Indian industries
- ii. To identify emerging trends in the field of digital marketing

#### Research Methodology

The study is descriptive in nature. Secondary sources of data are used in the study. The required data was collected from websites, internet and published scholarly research articles.

#### Digital Marketing

Digital marketing includes all marketing activities that take place through digital channels to promote products, services or brands and reach target audiences online (Kotler & Keller, 2016).



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## Digital Marketing Tools

Digital marketing has evolved rapidly over the past few years, and in 2026 it has become more data-driven, automated, and intelligent than ever before. Businesses can no longer rely on guesswork or outdated strategies to grow online. The success of any online brand today depends heavily on how effectively digital marketing tools are used. From SEO and social media to paid ads and AI automation, the right tools can completely transform business growth. As a professional digital marketing agency in Chennai, Webwisez consistently works with the latest digital marketing tools to help businesses improve visibility, generate qualified leads, and increase ROI in a competitive market.

The growing demand for measurable results has made digital marketing tools essential for every business, whether it is a startup, SME, or established enterprise. These tools help marketers understand customer behavior, analyze competitors, automate repetitive tasks, and make smarter decisions based on real-time data. Effectiveness of digital marketing depends on the use of appropriate tools. Below are the proven and powerful digital tools that help optimize, analyze and improve marketing activities.

### 1. SEO and content marketing tools

- Ahrefs: Ideal for in-depth keyword research, competitive analysis, and finding new content opportunities.
- Semrush: Comprehensive all-in-one SEO tool for keyword analysis, content optimization, and technical website audits.

### 2. Marketing automation & email marketing

- HubSpot: User-friendly tool for marketing automation, lead nurturing, CRM, and reporting to automatically guide leads to a purchase.
- Mailchimp: Suitable for personalized email campaigns, segmentation, and A/B testing to maximize conversions.

### 3. Analytics & dashboards

- Google Analytics 4 (GA4): Measure website traffic, user behavior, conversions and e-commerce performance with advanced capabilities for privacy-friendly analytics.
- Looker Studio (Google Data Studio): Build powerful and visual dashboards to provide real-time insight into marketing results.

### 4. Social media management

- Hootsuite: Plan and manage social media campaigns centrally through a single dashboard and get visibility into performance by channel and post.
- Buffer: Ideal for easily managing and automating social media postings and campaigns, especially suitable for smaller teams.

### 5.5. Digital campaigns

- Google Ads: For ad campaigns in Google search results, display network, YouTube and other Google channels.
- Meta Ads Manager: Effectively deploy ads on Facebook, Instagram, and other Meta platforms with detailed targeting.

## Recent Trends in Digital Marketing

### 1. Artificial Intelligence (AI) in Marketing

AI is changing how brands communicate with their clients. From chatbots, to predictive analytics, AI allows businesses to customize their marketing strategies, and also automate routine

- Platforms such as Netflix as well as Amazon utilize AI to suggest items based on the preferences of users.
- Chatbots, Virtual Assistants: Chatbots powered by AI provide immediate customer service, enhancing the speed of response and the level of engagement. Chatbots handle customer queries 24/7, predictive analytics identify potential customers before they even realize their needs, and machine learning algorithms optimize advertising spend by identifying the most receptive audiences. These capabilities allow businesses to work smarter, not harder, while delivering superior customer experiences.
- Predictive Analytics: AI assists businesses predict customer behaviour in order to optimize ad placement and boosting the conversion rate.
- Content Creation: Artificial Intelligence tools such as Chat GPT aid marketers with creating top-quality content that improves effectiveness of marketing.

### 2. Voice Search and Smart Assistants

With the increasing use of voice-activated devices like Alexa and Google Assistant, businesses must optimize their content for voice search.

- Chat AI Keywords: Contrary to conventional texts, voice searches are based on natural speech. Marketers should make use of conversational keywords in order to boost ranking on search engines.
- SE Optimization: A lot of voice searches are based on location. The ability to optimize content for local SEO is a great way to assist businesses to attract customers from nearby areas.
- Voice-activated Shopping: Consumers are increasingly buying products using the voice. Companies must ensure that their offerings are easily found using the voice search.



### 3. Influencer Marketing Evolution

Influencer marketing has been a dominant trend in the recent years, however it has been evolving to more authenticity and smaller-scale influencers.

- Micro-Influencers: Brands are now collaborating with influencers that have very small but highly engaged audiences.
- Genuine Content: Consumers trust genuine and relatable content over highly scripted promotions.
- AI for Influencer: Marketing Tools powered by AI aid brands in identifying the most effective influencers, based on their engagement levels as well as demographics of the audience.

### 4. Video Marketing and Short-Form Content

Videos continue to rule the online landscape using platforms such as TikTok, Instagram Reels, as well as YouTube Shorts leading the way.

- Short-Form Video: Attention spans are decreasing as consumers seek out short, entertaining videos.
- Live streaming: Live streams to communicate with their customers live and in real-time.
- Interactive videos: Shop able videos permit viewers to purchase items directly from the videos.

### 5. Data Privacy and Ethical Marketing

In the wake of consumers becoming conscious of privacy concerns and data security, companies need to adopt ethical business practices.

- Transparency and Integrity in Data Collection Data collection: Businesses need to clearly explain what they do with the data of their customers.
- First-Party Information: Strategies with the decrease of third-party cookies, companies are now looking to collect first-party data via direct interactions with customers.
- Conformity with Regulations: Conforming to privacy laws such as GDPR or CCPA is crucial to build confidence.

### 6. Augmented Reality (AR) and Virtual Reality (VR) in Marketing

AR and VR enhance customer experience by providing immersive and interactive interactions with brands.

- Virtual Test-Ons: The brands such as Lenskart and Sephora permit customers to test items virtually prior to purchasing.
- 360-degree product views: Businesses selling online make use of AR to give comprehensive product images.
- Interactive advertising: AR ads allow consumers to engage with brands in an original and exciting manner.

### 7. Sustainability and Green Marketing

People are becoming more conscious of the environment, which means that brands have to adapt their strategies to meet the needs of consumers.

- Eco-friendly Packaging: The majority of companies are switching to eco-friendly packaging.
- Climate-neutral campaigns: Companies are stressing their determination to reduce carbon footprints.
- Authentic sustainability messaging: Businesses must avoid green washing and ensure their sustainability claims are genuine.

### 8. Block chain Technology in Marketing

Block chain has introduced new strategies to increase security and transparency in the field of marketing.

- Advertising Fraud Prevention: Blockchain can identify clicks and impressions on ads to reduce fraudulent actions.
- The Decentralized Control of Data: Consumers can enjoy more control over their own personal data.
- Rewards Programs: Loyalty programs that are based on blockchain are secure and provide transparent reward mechanisms.

### 9. Connecting with Live Streaming

Live streaming builds instant trust and connection through real-time interaction. It's not polished or overly scripted, which makes the interactions feel authentic. Live Q&A sessions, product launches, or behind-the-scenes streams let audiences engage directly and genuinely with brands.

Live videos generate more interactions than regular videos, proving immediate feedback creates stronger bonds. Many companies regularly use Instagram Live to interact with customers in real-time, adjusting their content strategies on the spot based on direct audience responses.

### Conclusion

The future of marketing is exciting, with upcoming marketing trends reshaping the industry. Marketing and communications strategies must adapt to advancements in AI, data privacy, video content, influencer marketing, and sustainability. Businesses that embrace these marketing trends will stay ahead of the competition and build stronger connections with their audiences. As technology continues to evolve, staying updated with the latest innovations will be key to success in the ever-changing marketing landscape.



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## Original Article

### HR strategies for Gen-Z and Millennial

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#### Abstract

The workforce is rapidly changing due to the global population being made up of more Generations Y and Z than Baby Boomers by 2030 (58% globally). Due to the demographic changes, there has been a shift to an employee-centred approach to management, which will cease being "command and control" and will have a flexible, purpose-based approach. Research has shown that organisations need to use intuitive digital tools and artificial intelligence to provide a digital native experience for the younger generations. Additionally, to remain engaged with younger workers, organisations must develop a culture of continuous learning and provide frequent and constructive feedback. Research has shown that the type of HR practices utilised by an organisation are a critical factor in the retention of younger workers, with motivation being an important mediating factor. Key areas of distinction between Generations Y and Z are that while Generation Y prefers collaborative brainstorming, Generation Z prefers to complete tasks independently and communicate directly. Ethical awareness and a focus on social responsibility are also important factors for these generations, as they want to work for organisations that align with their values. This provides organisations with a significant competitive advantage in attracting and retaining Generation Y and Z workers, as the success of an organisation in recruiting and retaining these workers will depend on its cultural authenticity and transparency in leadership. By adopting a modern workplace culture and the frameworks associated with it, organisations are positioned to bridge the generational divide within the workforce and will sustain long-term viability.

**Keywords:** Human Resource Management (Hrm), Generation Z, Millennials, Workforce Transformation, Employee Engagement, Employee Retention, Intrinsic Motivation, Self-Determination Theory, Hybrid Work Model, Digital Hr, Continuous Learning, Employee Experience (Ex), Organizational Culture, People Analytics, Workplace Flexibility.

#### Introduction

The corporate world is now at a critical demographic crossroads globally. For the first time in modern history, four to five generations are working side by side but power isn't balanced – it's shifting quickly to the younger cohorts. As per data from PwC, Millennials and Gen Z make up about 38% of the global workforce currently. The presence of this demographic is not one that stagnant but is increasing. According to the reports, by the year 2030, the two will make up 58 percent of all employees globally. The individual statistics are even more impressive – according to Forbes, in 2025, Millennials alone will account for 75% of the workforce and Gen Z, the most recent addition, will account for 27% of the workforce. This change is not just about adjustment in ages but a change in the "psychological contract" between employee and employer. Unlike the generations of "Baby Boomers" or "Gen-Xers", who sought job stability, climbed the internal hierarchy of the organization, and were loyal for a long time to a single firm, Millennials and Gen Z are more flexible, digital, and social at work. These are the "digital pioneers" and "digital natives" who have seen the breakdown of physical walls in the office space, and the digital gig economy. As a result, their working life expectations relate to independence and personal satisfaction rather than survival or standing.

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The main problem discussed in this study is the growing “management gap”. A lot of organizations still follow management philosophies that are representative of the industrial age. Thus, this includes micromanagement, 9-to-5 schedules and top-down communication. The main reason why the young staff member turnover is increasing is due to the same. Managers who don't align their leadership styles with the tech-savvy and cooperative nature of Gen Z and Millennials are at a perpetual loss.

## Objectives of the Study

This study aims to bridge theory and practice in modern HR management. It seeks to understand and create practical solutions for today's HR challenges. Here's how:

1. The study will explore innovative HR strategies used by progressive companies to attract and retain Gen Z and Millennials. It will highlight how HR has evolved from a purely administrative role to a strategic and people-focused approach.
2. It will delve into the workplace expectations of Millennials, who cherish collaboration and meaningful work, versus Gen Z, who value individuality, clear career paths, and digital savvy.
3. The research will assess how modern HR practices influence employee engagement and retention, particularly examining how flexible work environments and digital tools affect an employee's long-term commitment to a company.
4. It will explore how "Work Motivation" acts as a link between HR strategies and overall organizational success, analyzing whether bespoke strategies truly inspire the intrinsic motivation needed for high performance in today's digital world.
5. The study will identify obstacles that prevent successful strategy implementation, such as generational biases among leaders and the ethical dilemmas posed by workplace technology.
6. Finally, it aims to develop a "Future-Ready HR Model" that combines technology, adaptability, and leadership rooted in values, aiming to close the knowledge gap in managing diverse generations.

## Literature Review

The literature review provides the historical and academic background needed to understand the generational landscape of today and how it relates to workplace motivation theory.

### 1 Millennials at Work

Millennials (also referred to as Generation Y), are those born between approximately 1980 and 1996, and are usually referred to as a "bridge" generation. As they grew up learning about (and using) the internet; they can remember both an internet-less and internet-using world, growing up using technology like the Internet. Literature supports the assertion that Millennials are highly educated, are comfortable using technology, and are concerned about their social responsibilities. Different from the generations before them, Millennials do not tend to trust traditional corporate hierarchies but prefer to have a "coach-player" relationship with their managers. Additionally, Millennials are looking for work that is "meaningful" and work-life integration is more important than specific career goals.

### 2 Generation Z at Work

Generation Z, the generation born from about 1997 until 2010, is considered the first generation of digital natives. They have had smartphone and social media use in their lives since they were babies; thus, the way they think has become very entrenched in digital capability. As a contrast to the usually more positive outlook associated with Millennials, the more pragmatic or realistic nature of Gen Z is evolving from growing up in a world of economic downturns globally and troubled environmental conditions. As workers, they want work environments that will create a culture of trust and security in their work, provide opportunities for self-expression without impact on others and have strong financial support systems in place. In contrast to the typical "brainstorm" meetings of Millennials, most of the time Gen Z workers want to demonstrate the value they bring as individuals through individual activities; therefore, they prefer privacy and clear, direct communication instead of confusing business terms.

### 3 HR Strategies for Gen Z & Millennials

Human Resource (HR) Management has transitioned from an emphasis on “personal management” to an emphasis on “employee experience (EX).” According to researchers Bondarouk and Brewster (2016), the future of HRM will be closely linked to technological advancements. Among the five topics discussed in recent research related to HRM, the use of High-Involvement Work Practices is another factor contributing to this shift. These practices allow younger workers to have more say in how their company operates. The use of Employer Branding as a common theme has also contributed to the new direction for HRM; companies are no longer just hiring employees they are selling employees a way of life and a set of shared values to a generation that considers themselves a reflection of their employer.

### 4 Theoretical Framework: Self-Determination Theory (SDT)

To understand how to keep this generation's interest we need to look at self-determination theory (SDT). According to SDT there are 3 basic psychological needs; Autonomy (feeling that you are in charge of your own success/growth), Competence (feeling successful at your job) and Relatedness (feeling that you relate to others). The way in which each generation values these 3 needs is different. Millennials tend to value Relatedness and Autonomy while Generation Z



tends to value Competence and Autonomy. When HR strategies do not effectively address the three needs of employees, it can lead to employees "Quiet Quitting" or complete turnover.

## **5 Maslow's Hierarchy vs. Modern Needs**

Millennials and Gen Z have been working on higher levels of Maslow's hierarchy due to their entering the workforce at higher levels of need than other generations: esteem and self-actualisation. Because of this, it creates a gap between what organizations provide (money) and what workers want (personal development).

## **6 Research Gap**

While there are many studies available about generational traits, there is limited research done combining information from multiple sources to form one comprehensive HR strategy. Research has been done in silos based upon different fields from which researchers conduct their studies (i.e., technological, psychological, and management). There is no empirical research connecting specific HR methods (such as hybrid work or AI technologies) to retaining Generation Z through intrinsic motivation. This research intends to combine this information together into one strategic HR model.

## **HR Strategies for Gen Z and Millennials**

To effectively manage a workforce dominated by Millennials and Gen Z, HR departments must move beyond the "one-size-fits-all" approach and implement a suite of targeted strategies.

### **1 Radical Flexibility and the Hybrid Model**

No longer is flexibility a "benefit"; rather, flexibility has become an essential component of employment. The 2022 Gen Z and Millennial Survey by Deloitte found that remote working was a top priority for Gen Z and Millennial employees, with approximately 50% of respondents stating that it had a direct impact on their mental health. Additionally, flexibility should not only apply to "where" work is done but "when" work is performed and utilize results-oriented work environments (ROWEs), which only judge employee output; thereby respecting the independence and the desire of younger generations for autonomy. Furthermore, it also recognizes that productivity can occur outside of the traditional working hours of 9-5 due to technology.

### **2 Continuous Learning and "Micro-Credentialing"**

Both age groups are acutely conscious of the "half life of skills" in a digital economy. They have fears of being rendered obsolete professionally. A comprehensive L&D Strategy will be the most effective retention strategy for employees. HR should move from offering long scheduled mandatory training sessions to micro-learning or short video or gamification modules that can be done while mobile. Accessing Online Platforms such as LinkedIn Learning and Coursera or providing employees with a stipend for personal development demonstrates to the employee that the company is invested in their future career development, not just their current position. The implementation of "Reverse Mentoring" (where junior employees mentor senior leaders on how to leverage social media, digital platforms and their respective cultural norms), demonstrates to the younger cohort that their contributions hold value to the company.

### **3 The "Digital First" Employee Experience**

A slow and difficult HR portal can be viewed as a major red flag for members of Gen Z. They expect the same ease of access to systems and applications at work as they do at home, therefore the HR technology installed in the workplace should reflect that expectation and be implemented using AI-driven Human Resource Information Systems (HRIS). This would include mobile leave requests, the ability to access benefits immediately after being hired, and the use of an AI chatbot for any questions or issues related to HR processes. Additionally, Gen Y/Millennials' desire for continual connection through the use of collaboration tools such as Slack, Microsoft Teams, and Trello can also provide Gen Z with the means by which they can easily manage their work and achieve their goals through digital precision. Technology should be leveraged to remove administrative burdens and enable employees to focus on creative, valuable work that they find to be motivating.

### **4 From Annual Reviews to Real-Time Feedback**

For many young workers, the annual performance review is the worst thing about their job; the generations of millennials and Gen-Z have grown up in an age of instant validation and feedback - they're accustomed to frequent and immediate feedback. Human resource strategies now need to replace the once-a-year performance review with a new approach known as "Continuous Performance Management," which takes the form of ongoing, monthly "check-ins" or "1-on-1s" that focus on employee development instead of discipline. Feedback should be open, honest, and transparent; it will give employees the opportunity to grow in their careers. Employees who are aware of their current performance and how they can improve are much more likely to feel safe in the workplace (referred to as psychological safety), and an increase in psychological safety correlates with increased employee retention.

### **5 Purpose, Culture, and Social Impact**

HR has to be the "Culture Architect." This is important for these younger generations as the "Why" of a company is just as important as the "What." Strategies for building this culture include having a corporate social responsibility (CSR) program where employees can participate (i.e., paid time off for volunteering, "green committees," etc.). This culture needs to have radical inclusion where diversity is a core value rather than just being a checklist item. In addition, creating a culture that makes "work fun" will create the social "glue" that keeps younger generations from leaving (g) to compete for a slightly higher salary.



## 6 Wellness and Mental Health Support

Mental health has traditionally been a private matter for previous generations. However, both Gen Z and Millennials expect their employers to strongly support their mental health. With that in mind, it is essential that modern HR Strategies include comprehensive benefits related to mental health, including access to therapy applications, an ability to take "mental health days," and access to stress relief workshops. Organizations that neglect to address the high levels of burnout in these younger generations will see a direct negative impact on their turnover rates.

## Recruitment and Onboarding for New Generations

The strategy to retain talent begins long before the first day of work. HR must redefine the "Candidate Journey."

### 1 Recruitment Marketing

Employers can find the right workers by promoting job opportunities using social media instead of traditional forms of advertising. Instead of typing out detailed descriptions, they use short videos to show prospective employees what it would be like to work in their office culture and who they would be working with. Companies are now more focused on the impact that would be made in this role than on listing what tasks are required or hours of operation for this position. Employers are relying on experiences as opposed to following a manual. Employers have found that showing candidates what goes on behind the scenes (e.g., camaraderie amongst their employees, demonstrations of the job or location) are more enticing than giving a candidate a list of bullet points.

### 2 Gamified Oriented

The first week working for an organization will determine if the employee will be a long-term employee or not. This was accomplished by completing multiple pages of paperwork and reading from a thick manual. Some employers are changing the traditional onboarding process by incorporating games into the process to help with teaching their company's values, expectations, culture, etc. Gamifying the onboarding process is an effective approach since new employees will be much more engaged and drawn to the company due to having grown up with a digital gaming society.

## Challenges in Implementing HR Strategies

Despite the clear benefits of these modern strategies, HR departments face several formidable challenges during implementation.

### 1 Generational Friction and Leadership

The biggest hurdle is usually the old guard of management. Senior leaders have generally built their success on the amount of time they spent in the office and by following a strict hierarchy; they might think of everyone using their time more flexibly as lazy or dependent when looking for feedback. This disconnect between the authoritative nature of senior leadership versus the expectations of Millennials and Generation Z has a significant impact on how well leaders bring in great, young talent and how long that talent stays hired. All of this ultimately results in that talent revolving the door at HR because they leave a company within six months of hiring due to their direct boss being a micromanager. To address these issues, senior leaders need access to extensive reverse mentoring programs from their mentee peers, where the reverse mentees teach them digital trends and modern-day employment standards.

### 2 The Digital Paradox - Connectivity versus Burnout

Technology may enable flexible work hours and locations, however; technology also provides for a culture that is "always on." Because there is a constant influx of work-related notifications, Millennials and Generation Z will experience extreme levels of employee burnout due to the inability to disconnect and the inability to keep their professional and personal lives separate. The burden of creating policies providing employees their "Rights to Disconnect" lands on the responsibilities of human resource (HR) management. In addition, HR will be responsible for ensuring that flexibility does not become an expectation of employees to always make themselves available. Creating a balance between the necessity for providing digital opportunities to collaborate with employees and employees' ability to have mental time away from their demands through the use of digital means is a challenging endeavor and will require definitive policies and cultural modeling from top leadership.

### 3. Privacy and Data Ethics

With HR transforming to become more data driven and using "People Analytics" tools to measure employee engagement and work effort, they are at an increased risk of infringing upon the privacy of workers. Generation Z are known to be particularly concerned with digital monitoring and surveillance. As such, HR has to carefully balance the ethical use of data to create better employee experiences, while ensuring employees do not feel as though they are being monitored by "Big Brother". The transparency of how data is captured, stored, and applied is a critical component for maintaining trust with employees.

### 4. Equity in a Hybrid World

The introduction of hybrid work creates an opportunity for HR to inadvertently introduce "proximity bias". In presence-based work environments, employees working from the office tend to receive more promotions and/or desirable projects than those working from home. In order to ensure equitable treatment of employees, HR will need to develop objective and data-driven methods of assessing employee performance that take into consideration the work location. If



this does not occur, organizations will find themselves disengaging the very work force they have sought to retain through flexible work arrangements.

## The Mediating Role of Motivation

This study emphasizes that HR strategies do not directly cause retention; they cause **Motivation**, which then causes retention.

### 1 Intrinsic vs. Extrinsic Motivation

Motivations that come from outside a person (pay, bonuses) are called "Hygiene Factors." They keep employees satisfied, but they will not cause employees to want to stay at a company in the long run. In order to keep Millennial and Generation Z employees, HR needs to provide them with intrinsic motivations (e.g., having a purpose, being able to grow, and having autonomy). If HR implements a strategy to implement a flexible schedule so that the employee feels more autonomous, the employee's intrinsic motivation will increase substantially. Employees will then be less likely to leave the company for another company that pays slightly more and has a more "structured" environment.

## Discussion and Recommendations

The findings suggest that the traditional HR "rulebook" is effectively dead. For organizations to survive the 2025-2030 period, they must adopt a "Human-Centric Digital" approach.

### HR Recommendations for Professionals:

1. Eliminate Micromanagement: Train managers to concentrate on measurable output and results instead of measuring by hours worked. Establish key performance indicators (KPIs) and objectives and key results (OKRs) in order to set clear quantifiable targets.
2. Invest in 'People Analytics': Use data to discover what employees actually find most valuable when it comes to employee benefits. For instance, if research indicates that Gen Z would prefer to have financial wellness coaching instead of snacks in the breakroom, utilize your budget effectively to include the former.
3. Close the Communication Gap: Utilize communication tools such as Slack for daily updates but continue to communicate face-to-face or via video when conducting complex, emotional, or strategic conversations.
4. Encourage Inclusion: Ensure that all diversity, equity, and inclusion (DEI) efforts are embedded within your hiring, salary, and promotion practices rather than being separated from those functions..

## Conclusion

In conclusion, the transition to a millennial and gen z-dominated workforce provides an opportunity for organizations to experience the "human" side of "Human Resources." This study demonstrates that the "secret" to managing millennial and gen z employees is found in the three foundational pillars of autonomy, mastery, and purpose, rather than in complicated perks or high salaries alone. Through radical flexibility, cultivating a culture of continuous learning, and utilizing technology to support, not replace, human connections, organizations can create an environment to bridge the generational divide. While there are many challenges to be faced (ranging from resistance from management, to digital burnout), there are also many solutions that require HR to transition from a traditional administrator to a strategic influencer on organizational culture. Companies that treat their employees as "internal customers" will be the most successful organizations in the digital age. They will design an employee experience that reflects the same intuitive, engaging, and purposeful value that is created outside of the physical workplace. When an organization's HR strategies are aligned with the realistic, tech-savvy, and values-driven cultures of millennials and Gen Z employees, there is more than just retention; an organization creates a community that is resilient, innovative, and future-proof, as we navigate the complex landscape of the 21st century economy.

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## Original Article

### Digital Transformation in Commerce

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#### Abstract

*Digital transformation in commerce refers to the process by which businesses adopt digital technologies to improve operations, reach customers, and create value. It is not just about using computers or the internet — it is about changing the way business functions at every level by integrating technology into all aspects of commerce. This transformation has accelerated rapidly due to factors such as the rise of smartphones, increased internet access, data analytics, cloud computing, and social media platforms. Traditional business models are being replaced by digital ones that are faster, more efficient, and more customer-centric. For example, online marketplaces allow customers to browse and buy products anytime and anywhere, while digital payment systems make transactions faster and more secure. One key aspect of digital transformation is the use of data. Data helps businesses understand customer needs, predict trends, and make better decisions. Another important part is automation, which reduces manual work, speeds up processes, and lowers costs. Digital marketing allows firms to reach target audiences more precisely using tools such as search engine optimization (SEO), social media ads, and personalized email campaigns. E-commerce platforms, mobile apps, and omni-channel services have become vital in maintaining competitiveness in global markets. However, digital transformation also brings challenges such as cybersecurity risks, digital skill gaps among workers, and high initial investment costs. Businesses must adopt training programs, secure digital systems, and create flexible strategies to manage these issues. Overall, digital transformation enhances business efficiency, customer satisfaction, and economic growth. Its ongoing evolution will continue reshaping commerce around the world.*

**Keywords:** Digital transformation, E-commerce, Data analytics, Automation, Digital marketing

#### Introduction

Digital transformation refers to using digital technologies to change how businesses operate and deliver value to customers. In commerce, this means upgrading traditional ways of buying, selling, promoting, and managing products or services to digital systems. Commerce has existed for centuries — from bartering goods in ancient marketplaces to modern online shopping. However, the rise of digital technology has drastically changed the landscape, especially since the early 2000s. Digital transformation is more than just having a website or an online store. It involves rethinking business processes, customer interactions, operations, and even organizational culture. Firms that successfully undergo digital transformation often grow faster, serve customers better, and respond more quickly to market changes.

#### Historical Background

Before digital technologies, commerce relied on physical marketplaces, paper records, and face-to-face interactions. With the industrial revolution, businesses became larger, and distribution channels expanded. The 20th century saw telephones and television becoming tools of business communication and advertising. The real shift began with computers and the internet. In the 1990s, the first e-commerce websites appeared. Companies like Amazon and eBay became pioneers in selling products online. Over time, digital technologies such as mobile phones, broadband internet, and cloud services made online commerce accessible to businesses of all sizes.

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The 2000s and 2010s brought smartphones and social media, which deeply impacted consumer behavior. Now, buyers expect fast, personalized, and convenient shopping experiences. This change pushed businesses to adopt digital tools not just for selling but also for strategy, analytics, and customer engagement.

## Digital Technologies Transforming Commerce

### E-commerce Platforms

E-commerce platforms like Amazon, Shopify, and Flipkart allow businesses to sell products online without needing physical stores. These platforms provide tools for inventory management, order processing, payment integration, and customer support.

### Mobile Technology

Smartphones made commerce personal and instant. Customers can browse products, compare prices, read reviews, and make purchases using apps. Mobile commerce (m-commerce) has grown rapidly because of convenience and speed.

### Cloud Computing

Cloud computing enables businesses to store data online, access software remotely, and reduce the need for expensive hardware. It supports scalability — a small business can expand quickly without heavy infrastructure costs.

### Data Analytics

Data analytics refers to collecting and analyzing information about customers and business operations. It helps companies understand trends, preferences, and predict future behavior. For example, online stores use data to recommend products to shoppers.

### Artificial Intelligence (AI) and Automation

AI helps in automating tasks, improving decision-making, and enhancing customer experiences. Chatbots can answer customer questions instantly. Recommendation engines show products based on past behavior. Automation reduces manual work and speeds up processes.

## Impact on Business Processes

### 1 Enhanced Customer Experience

Digital tools allow businesses to personalize customer interactions. Personalized recommendations, chat support, and mobile apps improve the buying experience.

### 2 Cost Efficiency

Automation reduces labor costs. Cloud systems lower hardware expenses. Online marketing can be less expensive than traditional advertising, often delivering higher returns.

### 3 Expanded Reach

Digital channels allow businesses to reach global customers without opening physical stores in every location. A small brand in India can sell to customers in Europe or North America easily.

### 4.4 Quick Decision-Making

Real-time data helps businesses make quick decisions. For example, analyzing sales data can reveal which products are selling well, allowing companies to adjust inventory rapidly.

## Challenges of Digital Transformation

### 1 Cybersecurity Threats

With more data online, businesses face risks from hackers and data breaches. Protecting customer information and digital assets becomes crucial.

### 2 Skill Gaps

Employees may lack digital skills. Companies need to train staff on new technologies. Otherwise, transformation efforts can fail.

### 3 High Initial Costs

Although digital tools can save money over time, the initial setup cost for software, systems, and training can be high for small businesses.

### 4 Resistance to Change

Some businesses or workers resist digital transformation due to fear of change or unfamiliarity with technology.

## Case Examples

### 1 Amazon

Amazon started as an online bookstore and became the world's largest online marketplace. It uses data analytics to recommend products, AI for logistics, and efficient cloud services (AWS) to support operations.

### 2 Local Retail Store Transition

A local clothing store can adopt an online catalog, accept digital payments, and promote products through social media. This can expand its customer base beyond the local community.



## Future Trends

### 1 Augmented Reality (AR) in Shopping

AR allows customers to “try on” products online, such as clothes or furniture, before buying. This enhances confidence and reduces returns.

### 2 Voice Commerce

With voice assistants like Alexa and Siri, people can search and buy products using voice commands.

### 3 Blockchain for Secure Transactions

Blockchain can secure digital payments and supply chains, reducing fraud and increasing transparency.

### 4 Social Commerce Growth

Shopping directly through social media platforms (like Instagram and Facebook shops) will continue to rise, especially among younger customers.

## Conclusion

Digital transformation in commerce is a powerful force shaping the future of business. By adopting digital technologies, companies can provide better customer experiences, reduce costs, and compete effectively in a global market. However, this transformation requires careful planning, investment in technology and people, and robust cybersecurity measures. Although challenges exist, the benefits outweigh the risks. Commerce today is no longer just about selling goods — it is about creating seamless digital experiences that meet customer needs anytime, anywhere. As technology evolves, so will the ways we buy and sell, making digital transformation a continuous journey for all businesses.

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## Original Article

### Role of Artificial Intelligent In Recruitment AndTalent Management

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#### Abstract

Rapid digital transformation has significantly influenced organizational practices, particularly in the area of Human Resource Management (HRM). Among emerging digital technologies, Artificial Intelligence (AI) has gained considerable importance due to its ability to enhance efficiency, accuracy, and strategic decision-making. Recruitment and talent management, which are critical HR functions, are increasingly being supported by AI-driven tools and analytics. This conceptual study examines the role of Artificial Intelligence in recruitment and talent management and explores how AI is reshaping traditional HR practices. The study is based on secondary data collected from research journals, books, conference papers, and reliable online sources related to AI and HRM. It discusses the application of AI in recruitment through resume screening, applicant tracking systems, recruitment chatbots, candidate matching, and video interview support. Further, the study analyzes the use of AI in talent management activities such as talent identification, performance management, employee engagement, learning and development, and retention and turnover prediction. The paper highlights how AI acts as a strategic decision-support tool rather than a replacement for human judgment. The study also outlines the benefits of AI adoption, including time and cost efficiency, reduced bias, improved quality of hiring, better talent utilization, and data-driven HR decisions. At the same time, it addresses key challenges and ethical concerns such as data privacy, algorithmic bias, lack of transparency, over-reliance on technology, and the skill gap among HR professionals. The study concludes that while Artificial Intelligence offers significant potential to improve recruitment and talent management, its successful implementation depends on ethical use, transparency, and continuous human oversight. Responsible adoption of AI can strengthen HRM practices and support organizational performance in the digital era.

**Keywords:** Artificial Intelligence, Recruitment, Talent Management, Human Resource Management, HR Analytics

#### Introduction

In today's fast changing business environment, organizations are continuously adapting to technological advancements to remain competitive and efficient. Rapid digital transformation has altered the way organizations operate, communicate, and make decisions. The integration of digital technologies has become essential for improving productivity, enhancing accuracy, and responding quickly to dynamic market demands. Human Resource Management (HRM) is one of the key organizational functions that has been significantly influenced by digital transformation. The increasing use of HRM has shifted the role of HR from routine administrative activities to a more strategic function. Tools such as automation, data analytics, and artificial intelligence have enabled HR professional to improve workforce planning and decision making. Among these advancements, artificial intelligence (AI) has emerged as a strategic tool that is reshaping recruitment and talent management practices. Human Resource Management refers to the process of planning, organizing, directing, and controlling human resources to achieve organizational objectives. It focuses on managing employees as valuable assets by ensuring their effective recruitment, development, motivation and retention. HR plays a crucial role in aligning individual performance with organizations goals and maintaining a productive and engaged workforce.



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However, traditional recruitment and talent management systems face several limitations. Manual screening of resumes is often time consuming and inefficient, particularly when organizations receive a large volume of applications. The recruitment process may become lengthy resulting in delayed hiring and increased costs. Human bias and subjectivity in candidate evaluation can affect the fairness and accuracy of selection decisions. Identifying suitable talent that matches both job and requirement and organizational culture remains a major challenge. Additionally, conventional approaches to talent retention and development are often ineffective, as they on limited data and fail to predict employee performance or turnover accurately.

The introduction of artificial intelligence has brought significant changes to recruitment and talent management processes. AI-based resume screening systems can help organizations quickly analyze and shortlist candidates based on relevant skills and qualifications. Chatbots are increasingly used to interact with candidates, answer queries and schedule interviews thereby improving the candidates' experience. Predictive analytics assists HR managers in identifying high potential employees and forecasting future talent needs. AI supported performance management systems enable continuous assessment of employee performance while retention tools help organizations understand turnover patterns and design effective retention strategies. Despite the growing application of AI in HRM, there is a noticeable research gap in understanding its overall impact on recruitment efficiency and talent management effectiveness. Existing studies are limited in scope and often fail to provide a comprehensive analysis of AI's strategic role, especially in developing economies. Therefore, there is a need for systematic research to explore the benefits, challenges, and implications of AI driven recruitment and talent management practices. In this context, the present study aims to examine the role of artificial intelligence in recruitment and talent management. The study seeks to analyze how AI is transforming traditional HR practices and to highlight its importance in enhancing organizational performance in the modern digital era.

## Objectives of the Study

1. To understand the concept of Artificial Intelligence in the context of Human Resource Management, with special reference to recruitment and talent management.
2. To examine the role and applications of Artificial Intelligence in recruitment practices, such as resume screening, applicant tracking systems, and candidate selection.
3. To analyze the use of Artificial Intelligence in talent management activities, including talent identification, performance management, learning and development, and employee retention.
4. To identify the benefits of adopting Artificial Intelligence in recruitment and talent management for organizations.
5. To study the challenges and ethical issues associated with the use of Artificial Intelligence in HR practices.

## Review of Literature

Previous studies have discussed the increasing use of Artificial Intelligence (AI) in Human Resource Management, especially in recruitment and talent management. Upadhyay and Khandelwal (2018) examined the application of AI in recruitment practices and found that AI-based tools such as resume screening systems, applicant tracking systems, and recruitment chatbots help organizations reduce hiring time and cost. The study also highlighted that AI supports objective shortlisting of candidates by analyzing skills and qualifications, thereby reducing human bias in the recruitment process. However, the authors pointed out that complete dependence on automated systems may ignore qualitative factors like attitude and cultural fit. Another significant study by Tambe, Cappelli, and Yakubovich (2019) focused on the role of AI and analytics in talent management. The study revealed that AI-driven talent analytics assist organizations in identifying high-performing employees, predicting employee turnover, and improving retention strategies. The authors emphasized that predictive analytics helps HR managers make better decisions related to employee development and succession planning. At the same time, the study raised concerns regarding data privacy, ethical use of employee information, and transparency in AI-based HR decisions. Although these studies provide important insights, most existing research examines recruitment and talent management separately. There is limited conceptual literature that integrates both functions. This creates a need for a comprehensive conceptual study on the role of Artificial Intelligence in recruitment and talent management.

## Research Methodology

The present study is conceptual in nature and is based on secondary data. It aims to examine the role of Artificial Intelligence in recruitment and talent management by reviewing existing literature. No primary data has been collected for this study. Secondary data has been gathered from research journals, published articles, books, conference papers, industry reports, and reliable online sources related to Artificial Intelligence and Human Resource Management. Recent and relevant studies were considered to understand current trends in AI-driven HR practices. The collected information has been analyzed using a descriptive and qualitative approach, focusing on concepts, applications, benefits, and challenges of Artificial Intelligence in recruitment and talent management. The study is limited to these two HR functions, and the findings depend on the availability of existing literature.



## **Role of Artificial Intelligence in Recruitment**

Artificial Intelligence (AI) has significantly transformed the recruitment function by introducing automation, data-driven decision-making, and efficiency into the hiring process. In a highly competitive and dynamic job market, organizations receive a large number of applications for every vacancy. Traditional recruitment methods often struggle to handle this volume effectively, leading to delays, increased costs, and subjective decision-making. AI is used in recruitment to overcome these challenges by streamlining processes, improving accuracy, and enhancing the overall quality of hiring. One of the most common applications of AI in recruitment is AI-based resume screening. AI-powered systems automatically scan and analyze resumes by matching candidate skills, qualifications, and experience with job requirements. This reduces the time spent on manual resume screening and helps recruiter's shortlist suitable candidates more efficiently. AI-based screening is used because it minimizes human bias, ensures consistency, and allows organizations to focus on high-potential applicants. Another important AI tool in recruitment is the Applicant Tracking System (ATS). ATS software uses AI algorithms to collect, store, and manage candidate data throughout the recruitment process. It tracks applicants from job posting to final selection, making the recruitment process more organized and transparent. AI-enabled ATS is used to improve workflow efficiency, reduce administrative burden, and provide recruiters with real-time insights into candidate progress. Recruitment chatbots are also widely used in modern recruitment practices. These AI-driven chatbots interact with candidates by answering queries, providing job-related information, scheduling interviews, and conducting preliminary screening. Chatbots are used because they offer 24/7 support to candidates, improve candidate experience, and reduce the workload of HR professionals by handling routine communication tasks.

AI also plays a crucial role in candidate matching and job fit analysis. AI-supported candidate matching tools analyze large datasets to match candidate profiles with job roles based on skills, experience, and behavioral patterns. This helps organizations identify candidates who are most suitable for a particular role. AI is used in candidate matching to enhance hiring accuracy and improve long-term employee performance and retention. Additionally, video interview screening has gained importance with the support of AI technologies. AI-based video interview tools analyze factors such as speech patterns, responses, and communication skills to assist recruiters in evaluating candidates. These tools are used to conduct remote interviews efficiently and to standardize the evaluation process. However, AI in video interviews is generally used as a support system rather than a replacement for human judgment. Overall, Artificial Intelligence plays a supportive and strategic role in recruitment by improving efficiency, reducing bias, and enabling informed decision-making, while human involvement remains essential for final hiring decisions.

## **Role of Artificial Intelligence in Talent Management**

Artificial Intelligence (AI) has emerged as an important strategic tool in talent management by supporting organizations in managing their workforce more effectively. Talent management involves identifying, developing, engaging, and retaining employees, which requires continuous analysis of employee data and performance trends. Traditional talent management practices often rely on manual evaluation and subjective judgment, which can lead to inconsistencies. AI is increasingly used in talent management to support data-driven decisions while ensuring that human judgment remains central to people-related decisions. One of the key applications of AI in talent management is talent identification. AI-based systems analyze employee data such as skills, performance records, work history, and learning outcomes to identify high-potential employees. These tools help organizations recognize talent early and plan career paths more effectively. AI is used in talent identification because it provides objective insights and helps organizations make informed decisions about promotions and succession planning. AI also plays a significant role in performance management. AI-driven performance management systems track employee performance continuously rather than relying solely on periodic appraisals. By analyzing performance data, feedback, and productivity indicators, AI supports managers in identifying strengths, skill gaps, and areas for improvement. These insights assist managers in providing timely feedback and personalized support, making performance management more effective and transparent. Employee engagement is another important area where AI contributes to talent management. AI tools analyze employee feedback, surveys, and communication patterns to assess engagement levels. Predictive analytics helps organizations identify factors that influence employee satisfaction and motivation. AI is used to support engagement strategies by enabling organizations to take proactive steps to improve workplace culture and employee well-being. In the area of learning and development, AI enables personalized training programs based on individual employee needs. AI-based learning platforms recommend courses, skill development modules, and career development paths tailored to employee roles and performance levels. This supports continuous learning and helps employees adapt to changing job requirements, contributing to long-term organizational growth.

AI also assists in employee retention and turnover prediction. By analyzing historical data, job satisfaction indicators, and performance trends, AI systems can predict the likelihood of employee turnover. These insights help organizations design targeted retention strategies and reduce the cost associated with employee attrition.

Overall, Artificial Intelligence plays a supportive and strategic role in talent management by enhancing decision-making, improving efficiency, and providing valuable insights. However, AI serves as a decision-support tool rather



than a replacement for human judgment, ensuring that ethical considerations and human values remain integral to talent management practices.

### **Benefits of Artificial Intelligence in Recruitment and Talent Management**

The adoption of Artificial Intelligence (AI) in recruitment and talent management offers several advantages that enhance the efficiency and effectiveness of Human Resource Management practices. One of the most significant benefits of AI is time and cost efficiency. AI-based systems automate routine tasks such as resume screening, interview scheduling, and data management, which reduces the time required to complete recruitment and talent management processes. This automation also lowers administrative costs and allows HR professionals to focus on strategic and value-added activities. Another important benefit of AI is the reduction of human bias in HR decision-making. Traditional recruitment and talent evaluation processes are often influenced by personal judgments and unconscious biases. AI tools analyze candidates and employees based on predefined criteria such as skills, qualifications, and performance data. This helps ensure fair and consistent evaluation, leading to more objective hiring and talent management decisions. AI also contributes to an improved quality of hiring. By using advanced analytics and predictive models, AI systems identify candidates who closely match job requirements and organizational needs. This increases the likelihood of selecting suitable candidates who perform well in their roles and remain with the organization for a longer period. As a result, employee turnover can be reduced, and workforce stability can be improved. In terms of talent utilization, AI enables organizations to better understand employee capabilities and potential. AI-driven analytics help identify skill gaps, training needs, and high-performing employees, allowing organizations to allocate talent more effectively. This ensures optimal use of human resources and supports long-term organizational growth. Finally, AI supports data-driven HR decisions by providing accurate insights based on large volumes of data. HR managers can use these insights to design effective recruitment strategies, talent development programs, and retention policies. Overall, AI enhances the strategic role of HR by supporting informed decision-making while maintaining the importance of human involvement.

### **Challenges and Ethical Issues in the Use of AI in Recruitment and Talent Management**

While Artificial Intelligence offers significant advantages in recruitment and talent management, its adoption also presents several challenges and ethical concerns that organizations must address carefully. Ignoring these issues may reduce trust among employees and can negatively affect organizational reputation. One of the major challenges is data privacy and security. AI systems rely heavily on large volumes of employee and candidate data, including personal, behavioral, and performance-related information. If this data is not properly protected, it may lead to breaches, misuse, or unauthorized access. Ensuring compliance with data protection laws and maintaining confidentiality becomes a critical responsibility for organizations using AI-driven HR systems. Another serious concern is algorithmic bias. Although AI is often promoted as a tool to reduce human bias, biased training data or poorly designed algorithms can unintentionally reinforce discrimination related to gender, caste, age, or socio-economic background. Such bias may result in unfair hiring or promotion decisions, defeating the purpose of ethical HR practices. The lack of transparency in AI decision-making is also a challenge. Many AI systems function as “black boxes,” where the reasoning behind decisions is not easily understandable to HR professionals or candidates. This lack of explainability can reduce accountability and create skepticism about the fairness of AI-driven outcomes.

Over-reliance on technology is another concern. Excessive dependence on AI may reduce human judgment, empathy, and contextual understanding, which are essential in managing people. HR decisions require emotional intelligence that technology cannot fully replicate. Lastly, there exists a skill gap among HR professionals. Many HR practitioners lack the technical knowledge required to effectively interpret AI-generated insights. Without adequate training, the strategic potential of AI may remain underutilized. Therefore, while AI can support HR functions, ethical implementation and human oversight are essential for sustainable and responsible talent management.

### **Conclusion**

Artificial Intelligence has become an important enabler in modern recruitment and talent management practices. This study highlights how AI supports HR functions by improving efficiency, accuracy, and data-based decision-making while assisting, rather than replacing, human judgment. Although AI offers significant benefits in managing talent, its effective use requires ethical implementation, transparency, and skilled HR professionals. Overall, the strategic and responsible adoption of AI can strengthen human resource management in today's digital organizations.

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## Original Article

### The Impact of Digital Commerce Technologies on Consumer Behavior and Business Competitiveness: A Study of Small and Medium Enterprises in Online Shopping

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#### Abstract:

The rapid growth of digital commerce technologies has significantly transformed online shopping, influencing consumer behavior and business competitiveness, particularly for small and medium enterprises (SMEs). This study examines the impact of digital commerce technologies on consumer purchasing behavior and evaluates their role in enhancing the competitiveness of SMEs in online markets. It also investigates the challenges consumers face when using digital platforms and assesses the relationship between digital commerce adoption and consumer satisfaction. A quantitative research approach is employed, with data collected through a structured survey administered via Google Forms to online consumers. The collected data are analyzed to identify relationships between digital commerce technologies, consumer behavior, and SME competitiveness. The findings are expected to provide empirical insights that support SMEs in improving digital strategies, competitiveness, and customer satisfaction in the online marketplace.

**Keywords:** Digital Commerce, Technologies, Consumer Behavior, SME Competitiveness, Online Marketplace, Customer Satisfaction.

#### Introduction

Digital commerce has become a central component of modern business operations, driven by advancements in internet technologies, mobile applications, and data-driven systems. The increasing adoption of digital commerce technologies has reshaped how consumers search for information, evaluate products, and make purchasing decisions. As online shopping continues to expand globally, understanding the interaction between digital technologies, consumer behavior, and business competitiveness has become increasingly important for both researchers and practitioners. Consumers today rely heavily on digital platforms for convenience, product variety, and personalized experiences. Technologies such as online marketplaces, digital payment systems, and recommendation algorithms play a crucial role in shaping consumer buying behavior. However, despite these advantages, consumers also face several challenges, including concerns related to privacy, security, trust, and usability of digital platforms. These challenges can directly influence consumer satisfaction and their willingness to engage in online shopping. From a business perspective, digital commerce technologies offer opportunities to enhance competitiveness through improved operational efficiency, market reach, and customer engagement. Firms that effectively adopt and integrate digital tools are better positioned to respond to changing consumer expectations and competitive pressures in online markets. Nevertheless, the extent to which digital commerce adoption translates into higher consumer satisfaction and sustained competitive advantage remains an important area for investigation. This study seeks to address these issues by examining the impact of digital commerce technologies on consumer behavior and business competitiveness in online shopping. Specifically, it aims to analyze how digital technologies influence consumer purchasing behavior, identify key challenges faced by online shoppers, evaluate the role of digital commerce in enhancing business competitiveness, and assess the relationship between digital commerce adoption and consumer satisfaction. By addressing these objectives, the study contributes to existing literature and provides valuable insights for businesses and policymakers in the evolving digital commerce landscape.

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## Research Objectives

1. To examine how digital commerce technologies influence consumer buying behavior in online shopping.
2. To identify the main challenges consumers face while shopping online using digital platforms.
3. To evaluate the role of digital commerce technologies in improving business competitiveness in the online market.
4. To assess the relationship between digital commerce adoption and consumer satisfaction in online shopping.

The digital era has fundamentally altered the commerce landscape, shifting focus toward technological integration and evolving consumer patterns.

- **Digital Transformation and Business Growth:** According to Venkateshwaran et al. (2024), digital transformation is a fundamental force driven by advancements in technology and changing consumer preferences. They argue that the adoption of e-commerce platforms, AI, and data analytics has simplified transactions while personalizing consumer experiences. This transformation offers significant opportunities for Small and Medium Enterprises (SMEs) to expand their market reach and improve operational efficiency.
- **Key Drivers of Online Shopping:** Anand et al. (2023) identify several critical factors influencing online shopping habits, including convenience, product variety, price competitiveness, and the trustworthiness of retailers. Their study emphasizes that the convenience of shopping from home has revolutionized retail, allowing consumers to access a vast array of products at their fingertips.
- **Technological Influence on Behavior:** Venkateshwaran et al. (2024) highlight that AI and data analytics enable businesses to gain deeper insights into consumer needs, allowing for targeted marketing and tailored interactions. Similarly, Anand et al. (2023) note that advancements like Augmented Reality (AR) and Virtual Reality (VR) are transforming the online experience by allowing consumers to visualize products in virtual environments, thereby increasing purchase confidence.
- **Social and Emotional Factors:** Anand et al. (2023) discuss the power of "social proof," noting that consumer decisions are heavily shaped by online reviews, ratings, and recommendations from influencers or social networks. Venkateshwaran et al. (2024) also emphasize the rise of social commerce, where transactions occur directly on social media platforms.
- **Challenges and Security:** Both sets of authors acknowledge the hurdles of digitalization. Venkateshwaran et al. (2024) point to cybersecurity risks, integration costs, and the digital skill gap as primary barriers. Anand et al. (2023) stress that consumer trust is closely tied to data security and ethical data handling.

## Research Gap

- Existing literature under represents SMEs, with limited insight into how resource and structural constraints affect their digital adoption.
- Prior studies largely overlook longitudinal analysis of how digital-native consumer behavior evolves over time.
- Research remains insufficient on balancing AI-driven personalization with increasing consumer privacy concerns.
- Current findings are often region-specific, leaving a gap in understanding cross-cultural and geographic consistency in digital shopping behavior.
- Existing research does not fully explain how various factors influence final purchase decisions. There is a research gap in understanding how platform choice, payment methods, trusts in technology, and demographic factors interact to shape consumer purchasing behavior.

## Methodology

### 1 Research Design

This study adopts a **quantitative research design** to examine the impact of digital commerce technologies on consumer behavior and business competitiveness, with a particular focus on small and medium enterprises (SMEs). A survey-based approach is used to collect primary data from online consumers, enabling statistical analysis of relationships between key study variables.

### 2 Data Collection Method

Primary data are collected using a **structured questionnaire** designed in **Google Forms**. The questionnaire measures consumer purchasing behavior, perceived challenges in online shopping, satisfaction levels, and perceptions of SME competitiveness enabled by digital commerce technologies. The survey link is distributed electronically through email and social media platforms to ensure broad reach and participation.

### Detailed Analysis

The analysis of the survey responses regarding "The Impact of Digital Commerce Technologies on Consumer Behavior and Business Competitiveness" provides several insights into how consumers interact with online shopping and their perceptions of SMEs. The survey, conducted among 62 participants, reveals a consumer base that is primarily young and female. While online shopping is common, a significant portion still shops "rarely," driven largely by a quest for better prices and discounts. Customer reviews are the primary trust factor, and while there is confidence in online security, delivery delays remain a common pain point. Notably, there is a strong willingness to support local SMEs if they offer competitive prices.

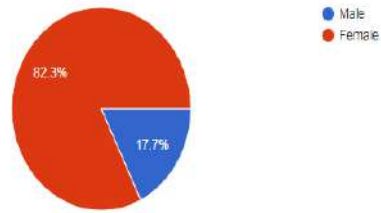
### Demographics Overview

**Gender:** The respondent pool is predominantly **Female (approx. 82%)**.

**Age Group:** The vast majority of participants belong to the **18–24 age group**, followed by 25–34

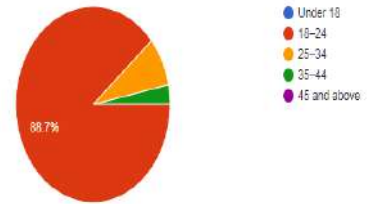
Gender

62 responses



Age Group

62 responses

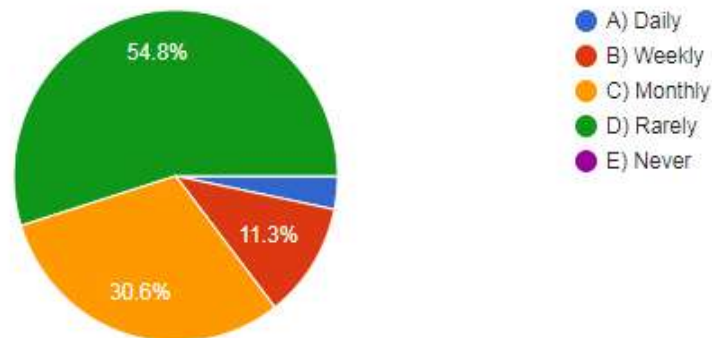


and 35–44. This indicates the data reflects the perspectives of "Gen Z" and young millennial consumers.

## 6.2 Analysis of survey Questionnaires

### 1. How often do you shop online for products or services?

62 responses



The data indicates a clear trend toward infrequent online purchasing. While the entire sample group has engaged in e-commerce, the vast majority do so on a non-routine basis. The survey results are distributed across five categories. The most striking finding is that over half of the respondents fall into a single category.

Category	Percentage	Analysis
Rarely	54.8%	The most common response, representing the majority.
Monthly	30.6%	The primary secondary group, showing steady but infrequent use.
Weekly	11.3%	A small niche of regular shoppers.
Daily	~3.3%	High-frequency "power users" represent a tiny fraction.
Never	0%	No respondents reported being completely offline shoppers.

2. What is the most common reason you prefer shopping online over traditional stores?

 Copy  
 chart

62 responses



The survey of 62 respondents reveals a consumer base that is digitally capable but primarily shops online on an occasional basis, with 54.8% reporting they shop "Rarely" and 30.6% shopping "Monthly". While these users are initially drawn to online platforms by the prospect of better prices and discounts (35.5%) and the convenience of shopping from home (32.3%), their actual purchasing decisions are heavily dictated by trust and social proof. A significant 64.5% of participants identify customer reviews and ratings as

 Copy

3. What factors influence your decision to purchase from an online store?

62 responses



the primary factor influencing their decision to buy from a specific store, far outweighing secondary concerns like product price (11.3%) or website design (9.7%).

This analysis summarizes the findings from the survey question regarding why consumers prefer online shopping over traditional brick-and-mortar stores. The leading reason for choosing online platforms is better prices and discounts, accounting for 35.5% of the responses. This indicates that cost-efficiency is the primary driver for more than one-third of the surveyed group. 32.3% of respondents prioritize "shopping from home" i.e convenience. This nearly matches the importance of price, suggesting that the reduction of physical effort is a major value proposition. 21% of the feedback, highlighting that online shopping is Time-saving. A wider selection of products Represents a smaller portion of the motivation compared to cost or convenience and Easier comparison shopping this was the least selected primary reason among the 62 respondents.

Despite the reliance on digital platforms, security confidence remains split; while 33.9% of respondents feel neutral and 32.3% feel somewhat confident about the safety of their personal information, a combined 12.9% still express some level of lack of confidence. This suggests that while cost and convenience open the door for e-commerce, businesses must leverage positive social proof and address lingering security concerns to fully secure customer loyalty.

4. How confident are you in the security of your personal information when shopping online?

62 responses



## 5. Have you ever encountered issues when shopping online?

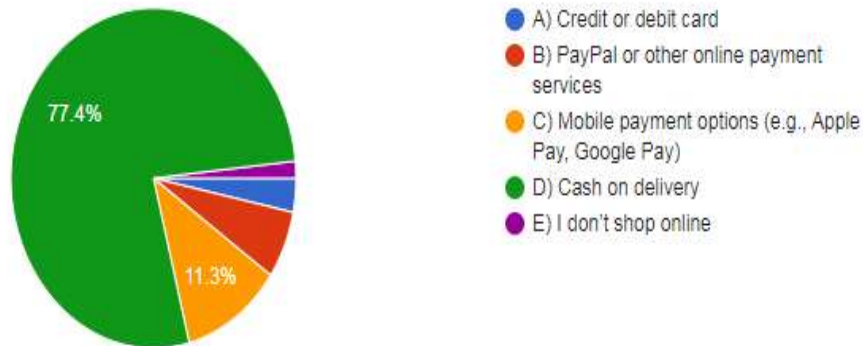
62 responses



The most shoppers have faced problems, with delivery delays (35.5%) and damaged or incorrect items (29%) being the most frequent issues. Ultimately, while only 22.6% of respondents have had a completely trouble-free experience, the combination of low prices and strong social proof continues to drive the digital marketplace.

## 6. How do you usually pay for your online purchases?

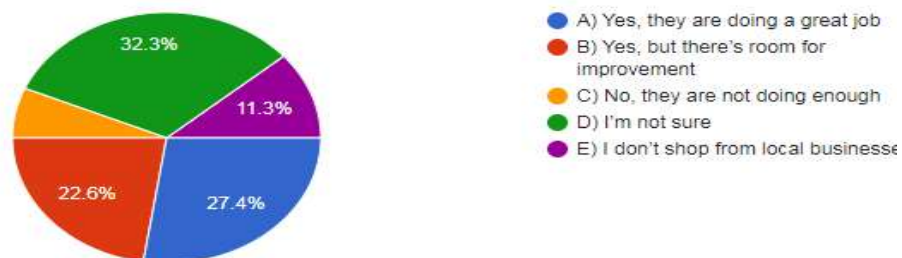
62 responses



The chart shows responses from 62 participants about how they usually pay for online purchases. A large majority (77.4%) prefer cash on delivery, making it the most common payment method by far. Mobile payment options such as Apple Pay or Google Pay account for 11.3% of responses. Smaller percentages of respondents use PayPal or other online payment services and credit or debit cards. Only a very small portion indicated that they do not shop online. 77.4% of respondents still prefer cash on delivery as their primary payment method, suggesting that while digital tools offer ease, traditional payment methods are still relied upon to mitigate perceived risks. Overall, cash on delivery is overwhelmingly the preferred payment method among the respondents.

## 8. Do you think SME's or local businesses are doing enough to adapt to online shopping trends?

62 responses

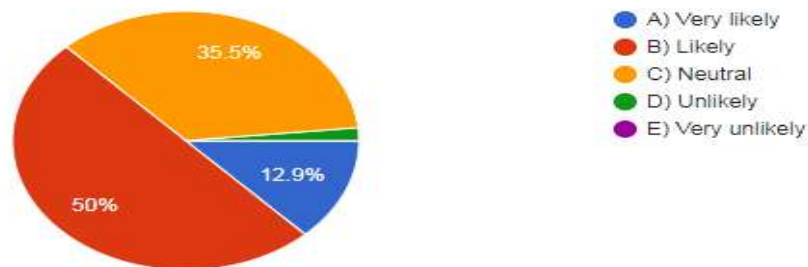


The chart presents responses from 62 participants on whether SMEs or local businesses are doing enough to adapt to online shopping trends. The largest portion of respondents (32.3%) said they are not sure. Meanwhile, 27.4% believe local businesses are doing a great job, and 22.6% think they are adapting but still have room for improvement. A smaller percentage feel that SMEs are not doing enough, and 11.3% indicated that they do not shop from local businesses. Overall, opinions are mixed, with uncertainty being the most common response.

The chart shows responses from 62 participants about how likely they are to shop from a local business's or SME's online store if similar products are offered at competitive prices. Half of the respondents (50%) said they are likely to do so, while 12.9% are very likely. Additionally, 35.5% feel neutral about the idea. Only a very small percentage indicated they are unlikely, and none selected very unlikely. Overall, the results suggest a generally positive attitude toward shopping from local businesses online when prices are competitive.

## 9. How likely are you to shop from a local business's or SME's online store if they offer similar products at competitive prices?

62 responses



## 10. Do you feel that digital commerce technologies (like mobile apps and websites) have made shopping easier for you?

62 responses



Survey results from 62 participants indicate that digital commerce has successfully simplified the shopping experience, with **64.5%** of respondents agreeing and **24.2%** strongly agreeing that these technologies have made shopping easier.

### 7. Discussion of Findings

#### 1. The "Gen Z" Digital Paradox: Infrequent but Intentional

The data reveals a consumer base dominated by young females (18–24). While this demographic is traditionally considered "digital natives," the majority report shopping online "Rarely." This suggests a shift from impulsive scrolling to intentional purchasing. Consumers in this bracket are motivated primarily by value (better prices) and convenience, indicating that they use online platforms as tools for specific needs rather than general entertainment or primary retail therapy.



## 2. The Trust Gap: Why "Cash on Delivery" Still Reigns

Perhaps the most striking finding is the overwhelming preference for Cash on Delivery (COD), despite the group's high comfort level with technology. The "Neutral" security confidence scores, combined with the dominance of COD, suggest a persistent trust gap. Consumers may not fear technology itself, but they fear financial risk and product mismatch.

## 3. Social Proof as the Primary Currency

The analysis shows a direct link between customer reviews and purchasing decisions. In a digital environment where physical "touch and feel" is absent, reviews act as the ultimate proxy for Product Quality. For that any brand especially SMEs building a repository of authentic, positive reviews is more critical than high-end marketing. A single negative review regarding "delivery delays" (the most cited issue) can significantly disrupt the conversion funnel for this quality-conscious demographic.

## 4. the "SME Opportunity" Gap

There is a clear disconnect between consumer willingness and SME performance. While respondents are likely to shop from local businesses, they are largely unsure if these businesses are adapting to digital trends. Consumers aren't looking for "local" as a charity; they are looking for competitive pricing and ease of access. Local businesses do not necessarily need to compete with global giants on scale, but they must bridge the "visibility gap." If an SME can offer the same convenience as a large platform but with the added trust of being "local," they have a significant untapped market.

## 5. Resilience of the Digital Experience

Despite encountering delivery delays and logistical issues, the respondents overwhelmingly agree that digital commerce has made their lives easier. This indicates a high level of technology acceptance. Consumers have reached a point where the benefits of shopping from home outweigh the occasional frustration of a late package. This "forgiveness" provides a buffer for businesses to improve their logistics while maintaining their user base.

## Recommendations

### For Retailers:

- Focus on transparency in delivery times and prioritize quality control to reduce "damaged item" returns.
- Need to prove the quality. Be Honest and Reliable
- Show the item before it ships: Send a quick photo of the actual product to the customer's phone. This proves the item isn't damaged and matches what they ordered.
- Be clear about delivery: Don't just say "coming soon." Give a specific time so they aren't stuck waiting at home.
- Easy returns: Make it very simple to send things back. If people know they can get their money back easily, they will worry less about "bad products."

### 8.2 For Small Businesses (SMEs):

- Small Businesses need to show they exist.
- Be easy to find online: Make sure your shop shows up on Google Maps and social media. If customers can't find you with a quick search, they will go to a big brand instead.
- Don't use fake-looking ads. Ask local customers to post simple videos of your products. This builds more trust than a fancy commercial.
- Reply to every review, even the bad ones. It shows there is a real person behind the business who cares.

### 8.3 For Payment Apps (Fintech):

- Payment Apps need to make users feel safe
- To move users away from COD, platforms must offer better buyer protection or incentives that outweigh the perceived security of paying in cash.
- Pay only on delivery: Create a feature where the app holds the money and only pays the seller after the package is handed to the customer.
- Offer "Safety" rewards: Since this group loves a good deal, give them a small discount or points every time they choose digital payment over cash.
- Instant Refunds: If something goes wrong, put the money back in their account immediately. The main reason people use cash is because they don't want their money "trapped" in a digital system.

## Conclusion

Ultimately, while digital commerce is perceived as a tool that simplifies life, it is currently viewed as a necessary convenience rather than a perfected experience. A significant "Trust Gap" persists, evidenced by the overwhelming reliance on Cash on Delivery. This preference is not a rejection of technology, but a strategic tool used to ensure product quality and logistical accountability. Furthermore, the "Visibility Gap" among SMEs shows that while consumers are willing to shop locally, they are hindered by a lack of digital integration from smaller vendors.

Ultimately, the digital marketplace has transitioned from an era of adoption to one of accountability. Traditional brand loyalty has been replaced by social proof, where peer reviews act as the primary currency for conversion. To succeed, businesses must bridge the gap between digital convenience and physical certainty. The future winners will be those who stop viewing e-commerce as a mere transaction and start mastering the logistics of trust ensuring that the speed and accuracy of the physical delivery match the ease of the digital click and adaptive AI applications that empower both educators and learners.

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## Original Article

### Social Media Marketing in the Era of Digital Transformation

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#### Abstract

Social media, which began as a means to connect people, has turned into the most significant platform for marketers, supporting them in all facets of marketing. It is a powerful tool for businesses to reach and engage with their target audiences, promote their products and services, and achieve their marketing goals. Along with that the study has tried to investigate the social media platforms most widely used by the consumers. It has also attempted to identify the consumer awareness, degree of confidence and trust while purchasing products marketed via social media platforms. Further it has provided insight to determine as to what extent social media influences consumer purchase decisions and also the attitude, perception and responsiveness of the customers towards social media marketing and the ways in which a marketer can make his communication more effective. This research has also shed light on "Social Media Marketing Strategy and Role of Digital Technologies in Social Media Marketing". The study is based on secondary data. The study also includes a case study with future trends. In the final words, a crushingly effective social media advertising that is carefully executed can assist businesses in connecting with the customers, making their brand known as well as driving positive engagement.

**Keywords:** Marketing, Social Media, Digital Transformation, Mobile Marketing, Artificial Intelligence (AI).

#### Introduction

Marketing is getting and keeping the customer. Social media, which began as a means to connect people, has turned into the most significant platform for marketers, supporting them in all facets of marketing. One of the most critical advancements of marketing since its development as a separate discipline has been the use of social media in marketing. In the last few years, S.M. Usage in India as well as in the world has increased dramatically, with more people using it every day to establish their own brands, share their experiences and ideas with the world, and discover new people through content that their peers or themselves have posted.

#### Objectives of Social Media Marketing

1. To identify the consumer awareness, extent of usage, degree of confidence and trust  
While purchasing products marketed via social media platforms.
2. To identify the social media platforms most used by Businesses to target specific audience.
3. To investigate consumers' perception, attitude and satisfaction towards social media sites  
And effectiveness of communication through social media platforms.
4. To understand how businesses use social media in their business processes to  
Enhance relationship effectiveness with customers.
5. To study the advantages and challenges of social media marketing on business performance.

#### Research Methodology

The present study is of descriptive type. The entire data is based on secondary data, and are collected from books, research papers and websites.

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## Concept and Evolution of Social Media Marketing

The social media era started in 2003 with the debut of LinkedIn and MySpace, followed by Orkut, Facebook, YouTube, and Twitter in 2005 and 2006. Within a span of fewer than ten years, its population has experienced substantial growth, resulting in its global reach encompassing billions of individuals. The present global population of SM users is approximately 5.7 billion individuals. It has emerged as one of the most widely used platforms for connecting with business contacts, potential clients, or 2 customers, with over 68% of the world's population now using the Internet.

## Concept of Digital Transformation

Digital transformation involves the use of digital tools, technologies, and processes to improve business performance and customer experience. Key technologies include:

- Artificial Intelligence (AI)
- Big Data Analytics
- Cloud Computing
- Internet of Things (IoT)
- Mobile Technologies Digital transformation enables organizations to automate processes, improve decision-making, and enhance customer engagement.

## Steps to Create a Social Media Marketing Strategy

- 1. Set Clear Goals and Objectives:** Identify specific, measurable, achievable, relevant, and time-bound (SMART) goals that align with overall marketing objectives. Examples of goals include increasing brand awareness, driving website traffic, generating leads or sales, and fostering customer engagement and loyalty.
- 2. Understand Your Audience:** Conduct market research to identify and understand your target audience's demographics, interests, behaviors, and preferences. Use social media analytics tools, surveys, and customer feedback to gather insights about your audience.
- 3. Choose the Right Social Media Platforms:** Determine which social media platforms are most relevant and appropriate for reaching your target audience based on demographics, industry, and marketing goals. Consider factors such as platform popularity, user engagement, and content format suitability.
- 4. Develop a Content Strategy:** Define the types of content you will create, such as text, images, videos, infographics, polls, quizzes, and user-generated content. Plan the frequency of posting and the tone and style of messaging to align with your brand voice and audience preferences.
- 5. Create a Content Calendar:** Develop a content calendar to schedule and organize social media posts in advance. Include key events, holidays, product launches, promotions, and relevant industry trends in your calendar.
- 6. Engagement and Community Building:** Outline strategies for engaging with your audience, such as responding to comments and messages, initiating conversations, and participating in relevant discussions and trending topics. Foster a sense of community by encouraging user-generated content, hosting contests or giveaways, and showcasing customer testimonials.
- 7. Paid Advertising Strategy:** Determine the role of paid advertising on social media platforms in achieving your marketing objectives. Define your budget, target audience segmentation, ad formats, and campaign objectives (e.g., brand awareness, lead generation, conversions).
- 8. Measurement and Analytics:** Establish key performance indicators (KPIs) to track and measure the success of your social media marketing efforts. Use social media analytics tools to monitor metrics such as reach, engagement, follower growth, website traffic, conversion rate, and return on investment (ROI).
- 9. Regular Monitoring and Optimization:** Continuously monitor social media performance and analyze data insights to identify trends, patterns, and areas for improvement. Make informed adjustments to your strategy based on performance data to optimize results and achieve your marketing goals effectively.

## Role of Digital Technologies in Social Media Marketing

- 1. Artificial Intelligence** is a technology that enables machines and software to think, learn, and make decisions like humans. In social media marketing, AI is used for personalized ads, chatbots, and content recommendations.
- 2. Big Data** refers to large amounts of data generated from social media users, and analytics is the process of analyzing this data. It helps businesses understand customer behavior, measure marketing performance, and make data-driven decisions.
- 3. Cloud computing** means storing and processing data on the internet instead of local computers. It helps marketers store large data, use online tools, and collaborate easily from anywhere.
- 4. Automation** tools are software that automatically performs marketing tasks such as scheduling posts, replying to messages, and running campaigns. They save time and increase efficiency in social media marketing.
- 5. Mobile technology** includes smartphones, mobile apps, and wireless internet. It allows customers to access social media anytime and anywhere, making mobile marketing an important part of digital transformation.
- 6. AR (Augmented Reality) and VR (Virtual Reality)** provide interactive digital experiences such as virtual product try-ons and filters. **IoT (Internet of Things)** connects smart devices to the internet and collects real-time data for personalized marketing.



## Advantages of Social Media Marketing

1. **Enhanced Brand Awareness & Reach:** Rapidly connects brands with global audiences, expanding visibility beyond traditional boundaries.
2. **Targeted Advertising & Segmentation:** Allows highly specific, data-driven targeting based on demographics, interests, and behaviors.
3. **Cost-Effective & High ROI:** Offers low-cost entry points compared to traditional marketing, allowing for efficient, scalable paid campaigns.
4. **Direct Customer Engagement & Insights:** Facilitates immediate interaction and feedback, building loyalty and providing valuable market intelligence.
5. **Boosts Website Traffic & SEO:** Drives traffic to company websites and helps increase search engine visibility.

## Challenges of Social Media Marketing

1. **Time and Resource Intensive:** Requires daily management, content creation, and monitoring to be effective.
2. **Risk of Negative Feedback:** Public complaints or crises can damage brand reputation quickly.
3. **Algorithm Dependence & Lower Organic Reach:** Shifting algorithms can reduce visibility, requiring increased ad spend.
4. **Difficulty in Measuring ROI:** While metrics are available, accurately tracking conversion attribution can be complex.
5. **Data Privacy Concerns:** Increasing regulations and user awareness regarding data usage create legal and ethical challenges.

## Case Study / Examples

- Amazon using personalized ads on social media.
- Nike using Instagram influencers.
- Local businesses using WhatsApp for direct selling.

## Future Trends

### Social Commerce

Influencer Marketing

Social Media Stories

Voice Search and Smart Speakers

Social Listening, etc.

## Conclusion

The data analysis indicates that marketing on social media platforms like YouTube, Facebook, and Instagram, though not extensive, is effective in India. These platforms are predominantly used for entertainment and information exchange, with a widespread awareness among Indian citizens. Social media tools serve as a crucial means for personal promotion, especially considering the dynamic buying behavior of consumers who prioritize brand, offers, and online discounts. Social media's pervasive influence is acknowledged, playing a significant role in personal, social, and economic aspects of individuals. Companies prefer digital media for product promotion due to the high social media user base. Artificial intelligence is employed to analyze the vast amount of text data generated daily on social media, providing insights into consumer behavior, trends, and sentiment analysis.

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## Original Article

### Digital Confidence and Financial Security: Understanding Investors Behavior in SBI Life Insurance

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#### Abstract

The present study examines the role of digital confidence and financial perception in shaping investor attitudes toward SBI Life Insurance, particularly during the pre- and post-pandemic periods. The research aims to evaluate the company's performance and analyze the behavioral dimensions influencing investors' decisions. A quantitative research design as adopted using primary data collected from 130 policyholders through a structured questionnaire distributed via Google Forms. Purposive sampling was employed, and statistical tools such as measures of central tendency, paired t-test, multiple regression analysis, and ANOVA were applied for data analysis. The findings reveal that attitudinal factors—specifically preference for investment and digital-driven processes—are the most significant determinants of favorable investor attitudes. The regression model explains approximately 77% of the variance in investor attitude, highlighting the dominant role of perception and digital convenience over demographic variables. Younger investors (18–35 years) demonstrate significantly more positive attitudes compared to midlife investors, while income group, gender, and family type do not show statistically significant differences. The study concludes that technological integration, financial credibility, and investor perception are central to sustaining long-term growth in the insurance sector. The results provide valuable insights for policy makers and insurance providers in strengthening digital infrastructure, enhancing transparency, and designing customer-centric strategies.

**Keywords:** Digital Confidence; Investor Attitude; SBI Life Insurance; Financial Security; Digital Banking; Investment Preference; Regression Analysis; Post-Pandemic Behavior; Insurance Sector; Financial Stability

#### Introduction

Insurance acts as cushion for the future life. The pandemic situation in the country made to be very health conscious among the people and increased the momentum of the business of insurance. Since the introduction of LPG in the country, both the public and private insurers have emerged with the varieties of policies meeting the requirements of vivid people. The increase in the per capita income of the people made them to afford to the subscription of policies as the health has become the prime importance. Banks have manifold businesses apart from their basic business. They have shaped their modus operandi to survive in the world of competition. This has increased the graph of the scale of business. State Bank of India is the pioneer bank in the country has the largest base introduced the insurance by adding to its bow of business. The connectivity with the customers especially rural and in general achieved tremendous business. The customers are shifting from the attitude of savings to investment by subscribing to many insurance policies like term insurance, health insurance etc. Their attitude has changed towards investment embedded with technology driven banking. The digitization of banking eased the operations and enables them to maintain cordial relation with the banks.



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## Review of Literature:

Marzia Nomi & Md. Mahiuddin aimed to examine the factors that influence consumer purchase intention towards life insurance. The study included religiosity, risk aversion motives, saving motives, and financial literacy with classical Theory of Reasoned Action (TRA), therefore extending the model. A convenience sampling method was employed to collect data from 315 respondents working in different public and private institutions in Bangladesh. Collected data were analyzed using the structural equation model (SEM). The results revealed that attitude, subjective norms, risk aversion motives; saving motives, and financial literacy have a significant positive impact on consumer purchase intention towards life insurance. Moreover, religiosity was found to have a negative impact on purchase intention. In addition, saving motives was found as a mediator in the relationship between risk aversion motives and purchase intention, as well as between financial literacy and purchase intention. Since attitude and subjective norms were found to have the most effect on purchase intention, the study implicated that marketers should emphasize company image, reputation, and the credibility of the agents. (Marzia Nomi & Md. Mahiuddin) The study analyzed the attitudes of policyholders towards services of Life Insurance Corporation in Tirupur City and the data were collected and analyzed as per the requirement of the study. The primary data were collected from the respondents through well designed questionnaire. The study has adopted convenient sampling method for selecting 150 respondents. The results revealed the fact that the factors, gender, age, educational qualification, occupation, marital status, monthly income family size and family type have influenced the level of attitude of the policyholders. (Reavati 2021) This study explored the value creation process in the health insurance industry. Using case study research with health insurance industry as unit of analysis, this study explored the interactions between stakeholders within the boundaries of the health insurance ecosystem. The role of the stakeholders was explicated using the value net framework which categorized them into customers, competitors/substitutes and suppliers. A value creation framework based on stakeholder collaboration was proposed for the health insurance industry which would further enhance the competitive advantage of health insurance firms in India. (Nayak 2022) (Journal of Health Management 2022). This study investigates consumer perceptions of AI-driven marketing techniques in quick-commerce, focusing on pricing algorithms, promotional fairness, and data privacy. Through a structured survey, data was collected from 70 respondents, categorized by demographics and attitudes towards AI recommendations. The findings highlight that consumers prioritize speed but express concerns over AI transparency and dynamic pricing. Statistical tests, including a Chi-Square test, regression analysis and reliability testing (Cronbach's Alpha), reveal no significant relationship between demographics and AI fairness perceptions, confirming the robustness of the collected data. Recommendations include enhancing transparency in AI decision-making, clearer disclosure of pricing mechanisms, and strengthening consumer data privacy practices. The study contributes to ongoing discussions on ethical AI practices, emphasizing the need for a responsible, transparent, and consumer-centric approach in AI applications in quick-commerce marketing. (Rakhi Kumar & et.al 2025). The study includes life insurance policy holder of North Gujarat Region. Research is based on demographic factors and tested them with the help of statistical tools of correlation. For the analyses the data, we have presented by charts and used percentage method. LIC is most valuable brand in life insurance industry in India but nowadays private players increase their market share by providing better services. This study aims to measure the satisfaction levels of the investors towards the services provided by the LIC and Study about Perception of Investors Investing in Life Insurance Corporation. (Abuzar H Vora & AN M Siddhapura (2023)

## Objectives:

- To study the performance of SBI life insurance during the pre and post pandemic period
- To analyze the attitude of investors towards SBI Life insurance

## Research Methodology:

The study followed quantitative research which combined the primary data. The attitude of the investors ascertained using the structured questionnaire shared among the policyholders employing the Google forms link shared on their respective social media with the help of the agents of SBI life. The purposive sampling was adopted by the researcher. The sample size consisted of 130 respondents represented all sections of the population. The data was analyzed with the help of measures of central tendency and the comparison of performance of SBI life insurance for pre and post pandemic period was studied using the paired t test and the attitude of the investors was analyzed by the multiple regression analysis.

## Hypotheses:

H<sub>1</sub>: higher levels of Preference for investment (AT1) and Digital driven process (AT2) will be positively associated with more favorable investor attitudes, that younger investors will report more favorable attitudes compared to those in midlife, that older investors will differ in their attitudes relative to midlife investors, and that female investors will report different attitudes compared to male investors.

H<sub>2</sub>: There is significant difference in investors' attitude towards SBI life insurance based on incomes

H<sub>3</sub>: There is a significant difference in investors' attitude towards SBI life insurance across the type of families.

## Results:

**Table 1: Demographic factors of the respondents**

Demographic factors	Level	Count	Proportion
Gender	Female	41	31.53
	Male	89	68.47
Type of family	Joint	62	47.69
	Nuclear	68	52.31
Occupation	Business/Profession	15	11.54
	Others	14	10.76
	Salaried	101	77.70
Monthly income	Above Rs 50000 pm	66	50.77
	Less than Rs 20000 pm	30	23.08
	Rs 20001 to Rs 50000 pm	34	26.15
Qualification	Above Degree	95	73.07
	Degree	21	16.16
	Below Degree & Illiterate	14	10.77

Source: Field work

It is deduced from the table that the size of the sample is dominated by male as they are major bread earners and look after the financial matters in the family. The type of family of the respondents is almost same. The sample size consisted of salaried class as its percentage of composition is higher. The size of the income definitely influenced the investment in SBI Life insurance. Majority of the respondents are qualified which determines the purpose of investment.

**Table 2: Determinants of investments**

Determinants	Level	Count	Proportion
Source for investment	Bank employees	10	7.69
	Insurance Agent/Financial advisors	77	59.24
	Others	22	16.92
	Social media	21	16.15
Factors influence for investment	Brand reputation	13	10
	Customers Service	25	19.23
	Financial stability	49	37.69
	Return on Investment	43	33.08
Types of investment	Others	20	15.39
	Pension plans	42	32.31
	Term Insurance	43	33.07
	Whole Life insurance	25	19.23
Mode of payment	Auto Debit	45	34.62
	Debit Card/Credit Card	33	25.39
	UPI payments	52	40

Source: Field work

It is shown from the table that the financial advisors of played a vital role in investing the SBI life insurance. The social media and others quietly influenced the respondents to subscribe the same. SBI being a pioneer bank, it enjoys the financial stability among the public sectors banks of the country which was the strongest reason for their contribution. This was followed by the return on investment. The policies subscribed by the respondents were with respect to term insurance and pension plans. Investors made payment of premiums using UPI payments like phone pay, google pay, etc.

**Table 3: Investor Attitude and Income Patterns by Gender and Family Type**

Dispersion	Gender	Type of family	Investors Attitude (IA)	Actual Income
Mean	Male	Nuclear	3.68214	224100
		Joint	3.69971	372813.953
	Female	Nuclear	4.16327	63611.111
		Joint	3.49451	18700
Standard deviation	Male	Nuclear	0.69195	345156.031
		Joint	0.70665	1053048.906
	Female	Nuclear	0.73742	35637.288
		Joint	0.31198	11402.241

The analysis of investor attitudes and income across gender and family types reveals important socio-economic contrasts. Men in joint families benefit from the highest average incomes, yet their investment attitudes remain moderate, suggesting that financial capacity alone does not drive investment enthusiasm. Conversely, women in nuclear families demonstrate the strongest inclination toward investing, despite comparatively low incomes. This highlights a potential mismatch between financial resources and investment motivation.

Women in joint families emerge as the most financially constrained group, with both low income and low investment attitudes. Their situation underscores the influence of family structures and gender roles in shaping economic opportunities and financial behavior. The significant income variability among men, particularly in joint families and further points to inequality within groups, while women's incomes remain more uniform but consistently lower.

**Table 4: Regression Model Fit, Omnibus ANOVA, and Coefficients Predicting Investor Attitudes**

Model Fit Measures							
				Overall Model Test			
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	df1	df2	p
1	0.87936	0.77328	0.76222	69.91920	6	123	<.001
Note. Models estimated using sample size of N=130							
Omnibus ANOVA Test							
	Sum of Squares	df	Mean Square	F	p		
AT1	11.04720	1	11.04720	93.12322	<.001		
AT2	15.87318	1	15.87318	133.80411	<.001		
Age group	0.87940	3	0.29313	2.47100	0.065		
Gender	0.23344	1	0.23344	1.96781	0.163		
Residuals	14.59148	123	0.11863				
Model Coefficients - Investors Attitude (IA)							
			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	
Intercept <sup>a</sup>	1.11781	0.13484	0.85091	1.38472	8.29005	<.001	
Preference for Investment (AT1)	0.29176	0.03023	0.23191	0.35161	9.65004	<.001	
Digital driven in process (AT 2)	0.39093	0.03380	0.32403	0.45783	11.56737	<.001	
Age group:							
18-35 year – 36-50 year	0.16870	0.06279	0.04440	0.29299	2.68659	0.008	
Above 50 years – 36-50 year	0.01854	0.15038	-0.27912	0.31621	0.12332	0.902	
36-50 year – 36-50 year	0.00252	0.34970	-0.68969	0.69473	0.00721	0.994	
Gender:							
Female – Male	0.09393	0.06696	-0.03861	0.22647	1.40279	0.163	

The overall regression model demonstrated a strong fit to the data, explaining approximately 77% of the variance in investors' attitudes ( $R^2=0.773$ , adjusted  $R^2=0.762$ ). The omnibus test confirmed that the model was statistically significant ( $F(6,123)=69.92$ ,  $p<.001$ ), indicating that the predictors collectively contribute meaningfully to explaining variation in investor attitudes.

The ANOVA results further highlight the importance of the attitudinal predictors. Both **the preference for investment in SBI Life insurance** and on Digital driven emerged as highly significant factors, with large F-values ( $F=93.12$ ,  $p<.001$  and  $F=133.80$ ,  $p<.001$ , respectively), underscoring their strong influence on investor attitudes. In contrast, demographic variables such as **age group** and **gender** did not reach conventional levels of statistical significance, though age group approached marginal significance ( $F=2.47$ ,  $p=.065$ ).

Examining the regression coefficients provides more nuanced insights. Both attitudinal measures were positively associated with investor attitudes: Preference for investment ( $\beta=0.29$ ,  $p<.001$ ) and Digital driven process ( $\beta=0.39$ ,  $p<.001$ ), suggesting that higher scores on these dimensions are robust predictors of more favorable investor attitudes. Among demographic factors, age differences were partially evident. Specifically, individuals aged 18–35 reported significantly higher investor attitudes compared to those aged 36–50 ( $\beta=0.17$ ,  $p=.008$ ). However, no significant differences were observed between the 36–50 group and those above 50, nor between genders.

Taken together, these findings suggest that attitudinal factors (AT1 and AT2) are the primary drivers of investor attitudes, while demographic characteristics play a comparatively limited role. The strong explanatory power of the

model highlights the importance of psychological and perceptual dimensions in shaping investor behavior, offering valuable implications for both theory and practice in financial decision-making.

**Table 5: ANOVA Results Examining the Effect of Income Group on Investors Attitudes (AT)**

ANOVA - Attitude (AT)					
	Sum of Squares	df	Mean Square	F	p
<b>Overall model</b>	3.37814	6	0.56302	1.13564	0.346
<b>Income group</b>	3.37814	6	0.56302	1.13564	0.346
<b>Residuals</b>	60.98042	123	0.49578		

A One-way ANOVA was conducted to examine whether investors' attitude towards SBI Life insurance differs across the income groups of the sample. The analysis revealed that the difference among income groups was not statistically significant as F value is 1.136 and P value is 0.346. Since, the p value exceeds 0.05; the null hypothesis is not rejected. This indicates that investors' attitude across different income categories.

**Table 6: ANOVA Results Examining the Effect of Type of family on Investors' Attitude**

ANOVA - Attitude (AT)					
	Sum of Squares	df	Mean Square	F	p
<b>Overall model</b>	1.62101	1	1.62101	3.30725	0.071
<b>Type of family</b>	1.62101	1	1.62101	3.30725	0.071
<b>Residuals</b>	62.73755	128	0.49014		

The ANOVA results examining the effect of family type on investor attitudes (AT) indicate that the overall model was not statistically significant ( $F(1,128) = 3.31, p = 0.071$ ). Although the predictor "type of family" accounted for some variance in investor attitudes ( $SS = 1.62$ ), the effect did not reach conventional levels of statistical significance. The residual variance remained relatively high ( $SS = 62.74$ ), suggesting that family type does not meaningfully explain differences in investor attitudes within this sample.

### Findings:

- **Demographic Profile:** The majority of respondents was male, salaried employees, and highly educated, reflecting the dominance of men in financial decision-making within households.
- **Investment Influences:** Insurance agents and financial advisors were the most influential sources guiding investment decisions, followed by social media. SBI's financial stability and reputation emerged as the strongest motivators for investment, with return on investment also playing a key role.
- **Policy Preferences:** Pension plans and term insurance were the most subscribed policies, indicating investor preference for long-term financial security.
- **Payment Methods:** Digital payment systems, particularly UPI-based platforms, were the most widely used, underscoring the growing reliance on technology-driven financial transactions.
- **Attitudinal Differences:**
  - Women in nuclear families displayed the strongest positive investment attitudes despite lower incomes.
  - Men in joint families had the highest incomes but only moderate enthusiasm for investment, suggesting that financial capacity alone does not determine investor attitudes.
  - Women in joint families were the most financially constrained, with both low income and low investment inclination.
- **Regression Analysis:** Preference for investment and digital-driven processes were the most significant predictors of favorable investor attitudes. Younger investors (18–35 years) showed more positive attitudes compared to midlife investors (36–50 years). Gender differences were not statistically significant.
- **Income and Family Type:** ANOVA results revealed no significant differences in investor attitudes across income groups or family types.

### Suggestions:

#### \*Strengthen digital engagement:

Since digital-driven processes significantly influence investor attitude, the company should further enhance mobile applications, online policy management systems and AI-based customer support tools. Simplifying digital on boarding can attract younger investors.

#### \* Focus on financial awareness programs:

Although income did not significantly influence attitudes, financial literacy and perception play a critical role. Conducting awareness campaigns in semi-urban and rural areas can widen the investor base.

#### \* Empower women investors:

Women, especially in nuclear families, showed promising positive attitudes. Targeted products and communication strategies designed for women can strengthen this segment.



## \* Enhance transparency and trust:

Financial stability is a major motivating factor. Regular communication about company performance, claim settlement ratios and service quality can reinforce confidence.

## \* Strengthen advisor training:

Since insurance agents remain the primary source of influence, periodic training programs should be conducted to improve advisory quality and ethical selling practices.

## \* Diversify product customization:

Younger investors respond positively to digital convenience and investment preference. Customized plans with flexible premium options and digital dashboards may improve engagement.

## Conclusion:

The study highlights that investor attitudes towards **SBI Life Insurance** are shaped more by perception, preference and digital convenience than by traditional demographic variables such as income, gender or family type. The post pandemic period has strengthened awareness regarding financial security, positively impacting the company's performance.

The findings underline an important shift in investor behavior. Modern investors, particularly younger individuals, value ease of transaction, technological integration and clarity in communication. While financial capability remains relevant, it does not independently determine positive investment attitudes.

In essence, the future growth of SBI Life Insurance depends on reinforcing digital infrastructure, maintaining financial credibility and aligning products with evolving customer expectations. By focusing on attitudinal drivers rather than purely demographic segmentation, the company can sustain long term customer relationships and enhance its competitive position in the Indian insurance sector.

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## Original Article

### New Direct Tax Regime in India: A Critical Analysis of Structure, Implications, and Reform Prospects

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**Abstract**

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The direct tax system plays a vital role in shaping economic growth, income distribution, and fiscal stability. In India, the introduction of the New Direct Tax Regime under the Government of India marked a significant reform aimed at simplifying tax compliance and reducing tax burdens for individuals. Introduced in the Union Budget 2020–21 under the Ministry of Finance, the regime provides lower tax rates with the removal of most exemptions and deductions. This article critically examines the structure of the new regime, compares it with the old tax system, evaluates its economic and social implications, and discusses challenges and future prospects. The study concludes that while the new regime enhances transparency and simplicity, its long-term effectiveness depends on taxpayer behavior, revenue performance, and broader fiscal policy reforms.

**Keywords:** Direct Tax, Tax Reform, India, New Tax Regime, Fiscal Policy, Income Tax

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#### Introduction

Direct taxation forms the backbone of a nation’s fiscal framework, contributing significantly to public revenue. In India, direct taxes primarily include income tax and corporate tax, administered by the Central Board of Direct Taxes (CBDT). Over the years, India’s tax structure became complex due to numerous exemptions, deductions, and incentives. To address these complexities, the Government introduced a new optional direct tax regime through the Finance Act, 2020. The reform aimed to simplify compliance, reduce litigation, and promote transparency in taxation.

#### Objectives of the New Direct Tax Regime

The key objectives of the new regime include:

1. **Simplification of Tax Structure** – Eliminating multiple exemptions and deductions.
2. **Lower Tax Rates** – Providing concessional tax slabs.
3. **Improved Compliance** – Reducing complexity to encourage voluntary tax payment.
4. **Enhanced Transparency** – Minimizing disputes and interpretation issues.

#### Structure of the New Tax Regime

The new regime offers reduced tax rates across income slabs but removes common deductions such as:

- Section 80C (investments in savings schemes)
- House Rent Allowance (HRA)
- Leave Travel Allowance (LTA)
- Interest on housing loans (self-occupied property)

Taxpayers may choose annually between the old and new regimes (with certain conditions for business income). The revised structure aims to provide flexibility and ease of compliance.

Feature	Old Regime	New Regime
Tax Rates	Higher	Lower
Deductions	Numerous	Mostly removed
Compliance	Complex	Simplified
Flexibility	Investment-driven	Consumption-driven



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The old regime incentivizes savings and investments, whereas the new regime promotes liquidity and consumption.

## Economic Implications

### 1. Impact on Savings and Investments

The removal of deductions under Section 80C may reduce household investments in instruments such as Public Provident Fund (PPF) and insurance policies. This could affect long-term savings behavior.

### 2. Effect on Revenue Collection

Initially, the regime may reduce tax revenue due to lower rates. However, improved compliance and a broader tax base may compensate in the long run.

### 3. Influence on Consumption Patterns

With higher disposable income, taxpayers may increase consumption expenditure, potentially stimulating economic growth.

## Advantages of the New Regime

- Simplified filing process
- Reduced tax burden for middle-income groups
- Transparency in tax calculations
- Reduced dependency on tax-saving instruments

## Challenges and Criticisms

- Reduced incentives for long-term savings
- Confusion among taxpayers in choosing regimes
- Limited benefit for individuals with high deductions under the old system
- Transitional adjustment difficulties

## Future Prospects

The success of the new direct tax regime depends on further structural reforms, digital tax administration, and enhanced taxpayer awareness. Continued monitoring by the CBDT and policy revisions in annual budgets will determine its sustainability. The government may gradually phase out the old regime to create a unified tax structure.

## Conclusion

The New Direct Tax Regime represents a transformative step in India's fiscal policy. By lowering rates and simplifying procedures, the reform aligns with global best practices in tax administration. However, balancing simplicity with social objectives such as promoting savings remains a policy challenge. A carefully calibrated approach will be essential to ensure long-term fiscal sustainability and taxpayer equity.

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## Original Article

### AI-Based Audit Tools and Their Role in Fraud Detection

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#### Abstract

The rapid advancement of Artificial Intelligence (AI) has significantly transformed various professional fields, including accounting and auditing. In recent years, the auditing profession has experienced substantial changes due to the increasing complexity of financial transactions, growing volumes of data, and heightened regulatory expectations. Traditional audit methods based primarily on manual procedures and sampling techniques are gradually being supplemented by AI-driven technologies. This study examines the role of Artificial Intelligence in auditing, focusing on its applications, benefits, and associated challenges. AI technologies such as machine learning, data analytics, natural language processing, and robotic process automation enable auditors to analyse entire datasets, detect anomalies, and perform continuous monitoring of financial information. These capabilities enhance audit efficiency, improve accuracy, strengthen fraud detection mechanisms, and support better risk assessment. However, the adoption of AI in auditing also raises concerns related to data privacy, transparency, ethical responsibility, and regulatory compliance. Despite these challenges, Artificial Intelligence does not replace professional judgment; rather, it complements the auditor's expertise by providing data-driven insights and analytical support. The study concludes that the effective integration of AI into audit practices can significantly improve audit quality and reliability while reshaping the role of auditors in the digital economy. The findings highlight the need for skill development, ethical governance, and regulatory adaptation to ensure the responsible use of AI in auditing.

**Keywords:** Artificial Intelligence, Auditing, Data Analytics, Fraud Detection, Risk Assessment.

#### Introduction

##### History

Auditing originated over 5,000 years ago in ancient civilizations such as Egypt and Babylon, where it was used to verify tax collections and protect state assets. The term auditing comes from the Latin word *audire*, meaning to hear, reflecting early practices of oral examination of accounts. Over time, auditing evolved from checking public funds in the Roman Empire to a formal and independent examination during the Industrial Revolution. (In the modern context, auditing is a systematic process involving planning, evidence examination, and reporting to ensure the accuracy, reliability, and compliance of financial statements with established accounting standards and legal regulations.)

**Meaning of Auditing.** Auditing is a systematic and independent examination of the books of accounts, financial records, documents, and vouchers of a business organization. The main purpose of auditing is to verify the accuracy and reliability of the financial statements and to ensure that they present a true and fair view of the financial position and performance of the business. Auditing is conducted by a qualified and independent person called an auditor. The auditor carefully examines whether the transactions recorded in the books of accounts are genuine, properly authorized, correctly classified, and accurately summarized. Auditing also ensures that the financial statements are prepared according to the applicable accounting principles, standards, and legal requirements. The primary objective of auditing is not only to detect errors and frauds but also to prevent them.



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It increases the confidence of shareholders, investors, creditors, and other stakeholders in the financial statements of the organization. Thus, auditing can be understood as a critical evaluation of financial records to express an independent opinion about their correctness and fairness.

### **Traditional auditing problems**

Traditional auditing methods have been followed for many years and have contributed significantly to ensuring financial accountability. However, these methods face several limitations in the present business environment. Conventional audits are largely based on manual procedures and sampling techniques, which may not adequately represent the entire population of transactions. With the rapid growth in transaction volume and data complexity, auditors often face time constraints that limit the depth of audit examination. In addition, traditional auditing relies heavily on human judgment, which increases the possibility of errors, oversight, and bias. These challenges reduce the effectiveness of traditional auditing approaches in identifying irregularities and fraud in a timely manner.

### **Emergence of Artificial Intelligence**

Artificial Intelligence has emerged as an **important** technological development in the contemporary business environment. Advances in **high-performance computing** and the growing availability of **large volumes of data** have enabled AI systems to perform tasks that previously required human intelligence. Technologies such as **machine learning**, automation, and data-driven models are increasingly applied across business functions. In commerce and finance, AI supports faster data processing, improved accuracy, and **enhanced** decision-making. These capabilities have encouraged organizations to adopt AI-based solutions for handling complex and high-volume information. As businesses continue to operate in data-intensive environments, the emergence of Artificial Intelligence reflects the increasing need for **efficiency**, reliability, and analytical insight in modern organizational practices. The emergence of Artificial Intelligence is closely associated with advancements in computing technology, data storage, and internet connectivity. In earlier decades, limited processing power and lack of data restricted the practical application of AI. However, developments in high-speed processors, cloud computing, and big data analytics have enabled AI systems to operate efficiently. Organizations today generate massive volumes of structured and unstructured data through digital transactions, enterprise systems, and online platforms. AI systems are capable of processing this data rapidly and identifying meaningful patterns. As a result, AI has been adopted across various sectors such as finance, healthcare, manufacturing, and accounting. The auditing profession has gradually embraced AI to manage increasing audit complexity, regulatory requirements, and fraud risks. The emergence of AI represents a transition toward more analytical, automated, and continuous auditing practices. Emerging Trends of Artificial Intelligence in Auditing Artificial Intelligence (AI) is an advanced technology that enables machines and computer systems to perform tasks that normally require human intelligence, such as learning, reasoning, analysing data, and decision-making. In recent years, AI has become an important development in the field of auditing. It has brought significant changes in the way audits are planned, conducted, and reported. One of the major trends of AI in auditing is the automation of routine and repetitive tasks. Audit work often involves checking invoices, verifying entries, matching documents, and reconciling accounts. AI-based tools and robotic process automation help in performing these tasks quickly and accurately. This reduces human error and saves time, allowing auditors to concentrate on more complex and analytical work. Another important trend is the use of data analytics and big data in auditing. Earlier, auditors examined only sample transactions due to time limitations. With the help of AI, auditors can now analyse large volumes of data and even examine complete sets of transactions. This improves the reliability and quality of audit findings. AI systems can identify unusual patterns, inconsistencies, and deviations that may not be easily noticed by humans. AI also plays a significant role in fraud detection and risk assessment. Machine learning algorithms study historical data and recognize patterns of fraud or irregularities. When similar patterns appear in current data, the system alerts the auditor. This helps in early detection of fraud and strengthens internal control systems. As a result, the overall risk assessment process becomes more effective. Predictive analysis is another emerging trend in auditing. AI systems can analyse past financial data and trends to predict future risks and possible financial problems. This assists auditors in better audit planning and decision-making. It also helps management in taking preventive measures. The concept of continuous auditing has developed due to AI technology. Instead of conducting audits at the end of the financial year, AI tools can monitor transactions in real time. Continuous monitoring ensures timely detection of errors and irregularities and improves transparency. Natural Language Processing, a branch of AI, is used to examine contracts, agreements, emails, and other textual documents. It helps auditors extract important information from large amounts of unstructured data in a short period of time. This increases efficiency and accuracy in document review.

### **Objectives of the Study**

The main objectives of this research paper are:

1. To understand the concept of Artificial Intelligence in auditing
2. To study the applications of AI in various audit activities
3. To analyse the impact of AI on audit efficiency and quality
4. To examine the role of AI in fraud detection
5. To identify challenges and ethical issues related to AI in auditing



## Research Methodology

This study is descriptive and conceptual in nature. The research is based entirely on secondary data collected from academic journals, professional publications, industry reports, and trusted websites. The data is analyzed to understand the role, benefits, and challenges of Artificial Intelligence in auditing.

## Sources of Data

- Research journals
- Reports published by auditing firms
- Accounting and auditing textbooks
- Reputed websites related to AI and auditing

## Limitations of the Study

- The study is based only on secondary data
- Rapid technological changes may affect relevance
- Practical implementation aspects are not deeply covered

## Review of Literature

Several studies have examined the application of Artificial Intelligence in auditing. Smith (2021) analyzed the use of AI-based tools in financial reporting and found that automation significantly improves data processing efficiency. However, the study did not focus specifically on auditing practices. Brown and Davis (2022) examined the role of data analytics in fraud detection and concluded that AI-based systems enhance the identification of irregular transactions. The scope of the study was limited to forensic accounting. Kokina and Davenport (2019) studied the impact of AI on audit quality and observed that AI reduces manual effort and human error. However, ethical concerns related to AI adoption were not discussed in detail. The review of literature indicates that while AI has been widely studied in accounting, limited research focuses on its specific role in auditing, thereby highlighting the research gap addressed in this study.

## Concept of Artificial Intelligence

Artificial Intelligence (AI) is the branch of computer science, which makes the computers to mimic the human behavior to assist humans for better performance in the field of science and technology. Replicating human intelligence, solving knowledge-intensive tasks, building machines, which can perform tasks that require human intelligence, creating some system which can learn by itself are the few specific goals of AI. Machine learning and deep learning are two subsets of AI which are used to solve problems using high performance algorithms and multilayer neural networks, respectively. With the help of machine learning process, structured data like genetic data, electrophysical data, and imaging data are properly investigated in medical diagnosis. AI provides advanced devices, advanced drug designing techniques, tele-treatment, physician-patient communication using Chatbots and intelligent machines used for analyzing the cause and the chances of occurrence of any disease in the field of health care. Evolution of Auditing with Technology Auditing has evolved significantly over the years. Initially, audits were conducted manually using paper records. With the introduction of computers, auditors began using Computer Assisted Audit Techniques (CAATs). The next stage was the use of data analytics, which allowed auditors to analyse large datasets. Artificial Intelligence represents the latest stage in this evolution. AI enables full-population testing instead of sample-based audits, thereby increasing audit reliability.

## Role of Artificial Intelligence in Auditing

Artificial Intelligence (AI) plays an important role in modern auditing by improving efficiency, accuracy, and risk assessment. It enables auditors to analyse large volumes of financial data quickly and accurately. Unlike traditional auditing methods that rely on sampling, AI can examine entire datasets, which enhances the reliability of audit findings. AI assists in identifying unusual patterns, errors, and fraudulent transactions through advanced data analytics and machine learning techniques. It also automates routine tasks such as data reconciliation and documentation review, saving time and reducing human error. Furthermore, AI supports continuous auditing by monitoring transactions in real time and ensuring compliance with standards and regulations. Although AI enhances audit processes, professional judgment remains essential. Therefore, Artificial Intelligence serves as a supportive tool that strengthens audit quality and effectiveness in the digital era.

## Benefits of Artificial Intelligence in Auditing

One of the primary benefits of AI in auditing is the improvement in operational efficiency. AI-powered systems automate repetitive and time-consuming tasks such as data extraction, transaction matching, reconciliation, and documentation review. Robotic Process Automation (RPA) reduces the manual workload of auditors, allowing them to complete assignments within shorter timeframes. This not only increases productivity but also enables audit firms to handle larger volumes of work without proportional increases in staffing. Traditional auditing processes are prone to human error due to fatigue, oversight, or misinterpretation of data. Artificial Intelligence minimizes such risks by applying standardized algorithms to analyse financial information consistently. AI systems can examine complete datasets rather than relying on sampling techniques, thereby reducing the likelihood of material misstatements going



undetected. The precision of AI-driven analytics enhances the reliability of audit conclusions. Modern organizations generate vast amounts of structured and unstructured data. Artificial Intelligence has the capacity to process and analyse large datasets in real time. Unlike conventional audits that test selected samples, AI enables full-population testing. This comprehensive approach strengthens audit assurance and improves the detection of unusual patterns, inconsistencies, or irregular transactions. AI enhances risk assessment procedures by using predictive analytics and machine learning models. By analysing historical financial data and identifying trends, AI tools can forecast potential risk areas and highlight transactions requiring further investigation. This risk-based approach improves audit planning and ensures that audit efforts are concentrated on high-risk segments. Fraud detection is a critical objective of auditing. Artificial Intelligence significantly improves the ability to detect fraudulent activities through anomaly detection techniques and behavioural pattern analysis. Machine learning algorithms can identify suspicious transactions, duplicate payments, unauthorized access, and other irregularities in real time. Continuous monitoring systems further enhance fraud prevention by providing early warning signals.

### **Ethical and Legal Issues of Artificial Intelligence in Auditing**

One major ethical issue is **data privacy and confidentiality**. AI systems process large volumes of sensitive financial and personal information. Any data breach or misuse of information can lead to serious legal consequences and loss of stakeholder trust. Another concern is **lack of transparency**. Many AI models operate as “black boxes,” meaning their decision-making processes are not easily understandable. This creates difficulty in explaining audit conclusions and may affect audit reliability. **Accountability** is also a significant legal issue. Even when AI tools are used, the auditor remains legally responsible for the audit opinion. Determining liability in cases of system errors or algorithmic failures can be complex. Additionally, **algorithmic bias** may lead to unfair or inaccurate audit outcomes if the data used to train AI systems is incomplete or biased. Therefore, ethical governance, regulatory compliance, and professional judgment are essential to ensure the responsible use of Artificial Intelligence in auditing.

### **Regulatory and Professional Perspective**

Professional bodies such as ICAI and IFAC emphasize the responsible use of Artificial Intelligence in auditing. Auditors must ensure compliance with auditing standards, ethical guidelines, and data protection laws. Regulators encourage the use of technology to enhance audit quality while maintaining accountability and transparency. The integration of AI aligns with UGC’s emphasis on interdisciplinary research and skill development in commerce education.

### **Future Prospects of Artificial Intelligence in Auditing**

The future of auditing is closely linked to technological advancements. AI is expected to play a greater role in predictive analytics, real-time auditing, and integrated reporting. As AI technologies evolve, auditors will need to develop new competencies and adapt to changing professional requirements. Continuous innovation and ethical governance will be critical to realizing the full potential of Artificial Intelligence in auditing.

### **Conclusion**

Artificial Intelligence has emerged as a powerful tool that is reshaping the auditing profession. By enhancing efficiency, accuracy, and risk assessment, AI addresses many limitations of traditional auditing methods. However, its adoption also presents challenges related to cost, skills, ethics, and accountability. The successful integration of Artificial Intelligence in auditing requires a balanced approach that combines technological capabilities with professional judgment. As the auditing profession evolves, AI will play a crucial role in ensuring audit quality, transparency, and stakeholder confidence.

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## Original Article

### Procedural Justice and Citizenship behaviour: The mediating effect of perceived union support and Union instrumentality.

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#### Abstract:

The present paper intends to examine the relationship between workplace procedural justice provided by the system and the citizenship behaviour outcomes among union members. The paper also intends to examine the mediating role of union instrumentality and union support on the relationship between workplace procedural justice and citizenship behaviour outcomes among union members. The respondents (N=263) were members of the two largest unions of South Western Railway division. Workplace procedural justice demonstrated a positive and statistically significant effect on workplace citizenship behaviour. The mediation analysis revealed complementary partial mediation for union instrumentality between workplace procedural justice and citizenship behaviour.

#### Keywords:

Procedural justice, Workplace citizenship behaviour, Employee Union, Union instrumentality, perceived union support.

#### Introduction:

Technological changes, labour reforms and the changing demographic nature of the workforce brought about a considerable change to one of the major institution of industrial relation i.e. is the employee unions. Declining membership has considerably reduced their dominance and influence in the private sector. Contrary to this the employee unions hold a considerable influence in the many of the public sector enterprises in India. A large part of the workforce in these organisations take up membership and actively participate in union activities highlighting the relevance of unions even in today's post reform era. Numerous reasons can be attributed for this membership and participation in union and its activities. Central to this research on behavioral unionism is the concept of participation that is considered a behavioral construct requiring the expenditure of time on union affairs (Kelloway and Barling, 1993). Participation in union activities has been suggested to be as important to union as individuals productivity is to an organization (Barling, Fullagar and Kelloway, 1992). Participation has been conceptualized either as a multi-dimensional (Cohen, 1993; Parks, Gallagher and Fullagar, 1995) or unidimensional construct (Barling et al., 1992; Kelloway & Barling, 1993). Fullagar, Parks, Clark and Gallagher (1995) in the absence of consensus on dimensionality to study union participation, suggested conceptualizing union participation from an organizational citizenship behavior (OCB) perspective. In their view OCB and union participation share a number of defining characteristics such as the discretionary nature of behaviour of both constructs, both types of behaviors are assumed to be beneficial for the organization and neither type of behavior can be specifically contracted, nor can organization or union members be specifically penalized for not engaging in them (Fullagar et al., 1995).

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Citizenship behaviour can be classified into those that support individuals within the organization such as interpersonal helping and those that support organizations such as voluntary assumptions of ad hoc duties (McNeely and Meglino, 1994; Skarlicki and Latham, 1996). Studies in industrial relations witnessed researchers focus on the decision of employees to unionize. Taking into consideration the discretionary behavior of the members, for their success and survival the unions need to understand the factors that shape union outcomes. Based on an exchange perspective this study examines the relationship between workplace justice and union outcomes of citizenship behavior and mechanisms that underpin these relations.

### **Workplace Justice and Citizenship behaviour:**

Procedural justice is one among the two dimensions of workplace justice, the other being distributive justice. Distributive justice describes the distribution of resources and the criteria used to determine outcomes of resources allocation decisions. Procedural justice in contrast is concerned with extent to which perceptions about the fairness of outcomes in organizations are based on the processes and procedures used to determine these outcomes (Folger and Greenberg, 1985). In a union context workplace justice is established through the grievance procedure. The importance of the grievance system and union member's relations was highlighted by Gordon and Fryxell (1993). They asserted that the union relations with its constituents is tied more closely to the procedural and distributed justice afforded by its representation in the grievance system than by any other type of benefit provided in the collective bargaining agreement. Studies have primarily intended to understand whether employee attitude towards union the outcome of the workplace justice is afforded by the grievance system. Compared to distributive justice, procedural justice has been shown to be more strongly related to union attitude (Clark, Gallagher and Pavlak, 1990; Eaton, Gordan and Keefey, 1992). Fryxell and Gordon (1989) reported that procedural justice accounted for more variance in predicting satisfaction with the union, satisfaction with the grievance system and satisfaction with management. The studies establishing relationship between justice and citizenship behavior in Indian context have received little or no considerable attention. Skarlicki and Latham (1996, 1997) in two separate studies indicated that perceptions of procedural fairness is more strongly related to workplace citizenship behaviour. Hence the present study expects procedural justice to be strongly related to workplace citizenship behavior.

H<sub>1</sub>: Procedural justice is strongly related to workplace citizenship behaviour.

### **Mediating role of perceived union support and union instrumentality:**

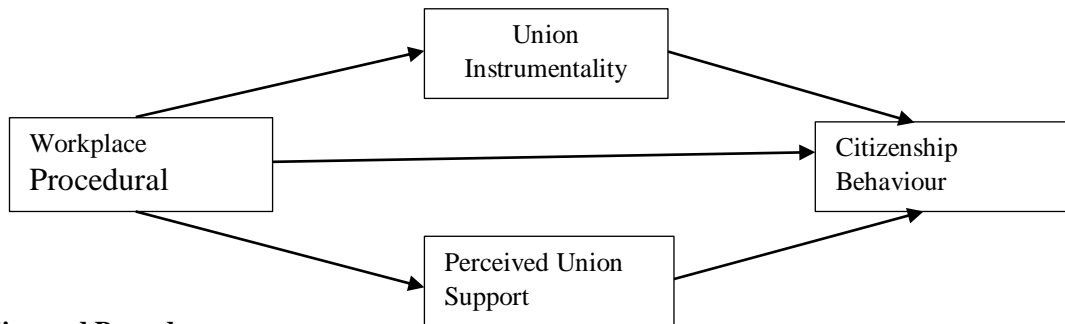
Much previous research focused on the relationship between workplace justice and a number of work outcomes, but it is only in recent times that research has started to address the mechanisms through which justice perceptions are related to these work outcomes (Konovsky and Pugh, 1994; Moorman, Blakely and Niehoff, 1998). Two variables hypothesized to mediate the relationship between workplace justice and union outcomes of workplace citizenship behaviour examined in this study are perceived union support and union instrumentality. Perceived union support is corresponding to perceived organizational support construct developed by Eisenberger, Huntington and Sowa (1986). Established on the assumption that individuals attribute humanlike qualities to an organization Eisenberger et al., (1986) argued that individuals form perceptions of organizational support that reflect their beliefs about the extent to which organization is committed to them as individuals, values their contribution and is concerned about the needs and well-being. Perceived union support is supposed to operate similarly in the union context (Shore, Tetrick, Sinclair and Newton, 1994) and like perceived organizational support is based on the notion of social exchange between a union and its members. Perceived organizational support has been shown to be related to work outcomes as citizenship behavior (Moorman et al., 1998; Wayne, Shore and Linden, 1997), but studies establishing the relationship between perceived union support and workplace citizenship behaviour are very limited. We expect perceived union support to be related to citizenship behaviour in a union context because perceived union support creates an obligation on the part of an employee to reciprocate to the good deeds of the organization through discretionary behaviors that facilitate organizational goal achievement. Union instrumentality explains the relations between union and its members from an economic perspective (Shore et al., 1994). Union instrumentality derives its theoretical relevance from the rationale of union membership. It is assumed that individuals will be attracted to join a union only if they perceive it as a legitimate means for achieving the bargainable objectives valued by the members of a union. Consequently union instrumentality is conceptualized as a calculative or utilitarian relationship with unions and is based on cognitive assessment of the costs and benefits of union representation (Newton and shore, 1992). As union membership is not a condition of employment in the SouthWestern Railway, membership retention and members performance of discretionary activities will depend on the union's perceived performance. Consequently union instrumentality is expected to be related to the union outcomes of citizenship behavior. Even though previous research has not examined the source of perceived union support and union instrumentality, organizational behavior literature provides evidence that relates perception of workplace justice to perceived organizational support (Moorman et al., 1998; Fasolo, 1995). Employee perception of the performance of a union is predominantly dependent on the grievance system. The present study expects perceptions of workplace justice afforded by the grievance system to be related to perceived union support and union instrumentality. Although the dimensions of workplace justice have been hypothesized to be related to the union

outcomes examined in the study, they were expected to do so indirectly through the relationship with perceived union support and union instrumentality.

H<sub>2</sub>: Perceived union support will mediate the relationship between workplace procedural justice and workplace citizenship behaviour.

H<sub>3</sub>: Union instrumentality will mediate the relationship between workplace procedural justice and workplace citizenship behaviour.

**Figure 1: Conceptual Model**



**Sampling and Procedure:**

Data for the present study was obtained from the employees of South Western Railway Division, Hubballi who were also the members of the two of the largest unions in the SouthWestern Railways division i.e. SouthWestern Railway Mazdoor Union (SWRMU) and SouthWestern Railway Employees Sangh (SWRES). The union members were explained about the objectives of the survey, and the respondents were assured of anonymity and voluntary nature of their participation in the study. A total of 263 respondents agreed and provided their responses.

The sample comprised of 225 men, and 38 women employees predominantly from the technical, non-technical and clerical cadre of South Western Railway Division in Hubballi. Majority of the respondents belonged to the age group of 31 to 40 and were members of a union for more than 10 years. In terms of educational qualification most of the respondents were graduates.

**Measures:**

**Workplace Justice:** A 6-item scale by Fryxell and Gordon (1989) was used to measure workplace procedural justice. A sample item from procedural justice is “The grievance procedure helps to establish standards so that decisions could be made with consistency”. Response options ranged from 1 (Strongly agree) to 5 (Strongly disagree).

**Perceived Union Support:** An 8-item scale developed by Eisenberger, Cummings, Armelie and Lynch (1997) to measure perceived organization support was used to measure perceived union support. Response options ranged from 1 (Strongly agree) to 5 (Strongly disagree). Sample items include “my union really cares about my well-being”, and “help is available from my union when I have a problem”.

**Unity Instrumentality:** A 9-item scale used by Chacko (1985) was used to measure Union instrumentality. A sample item for Union instrumentality is “How good a job is your union doing”. Respondents were asked to indicate the extent to which their union has been effective in getting better wages, improving health and safety on the job, improving working conditions in general, improving job security and getting better fringe benefits. Response options ranged from 1 (Not at all good) to 5 (Very good). **Citizenship Behavior:** An 8-item scale developed by Skarlicki and Latham (1996, 1997) was used to measure the organizational citizenship behavior in the union context. Response options ranged from 1 (Not at all characteristics of me) to 5 (Very characteristics of me). Sample items include “Attend functions that are not required but that help show union strength”.

**Table 1: Construct Validity and Reliability**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average Variance Extracted (AVE)</b>
CBR	0.885	0.887	0.908	0.554
PUS	0.896	0.918	0.916	0.576
UIN	0.920	0.931	0.933	0.608
WPJ	0.817	0.837	0.866	0.519

The measurement model was evaluated by examining internal consistency reliability and convergent validity in accordance with established PLS-SEM guidelines (Hair et al., 2022).

Internal consistency reliability was assessed using Cronbach’s alpha (α), composite reliability (pa), and composite reliability (pc). All constructs exceeded the recommended threshold of 0.70, thereby demonstrating satisfactory

reliability. Cronbach’s alpha values ranged from 0.817 to 0.920, indicating strong internal consistency. Composite reliability ( $\rho_c$ ) values ranged from 0.866 to 0.933, surpassing the minimum recommended level of 0.70 while remaining below the critical threshold of 0.95, thus indicating adequate construct reliability without redundancy concerns. Among the constructs, Union instrumentality (UIN) exhibited the highest reliability ( $\alpha = 0.920$ ;  $\rho_c = 0.933$ ), followed by perceived union support (PUS) ( $\alpha = 0.896$ ;  $\rho_c = 0.916$ ) and CBR ( $\alpha = 0.885$ ;  $\rho_c = 0.908$ ). Workplace Procedural Justice (WPJ) also demonstrated acceptable reliability ( $\alpha = 0.817$ ;  $\rho_c = 0.866$ ). These results confirmed that the indicators consistently measured their respective latent constructs.

Convergent validity was examined using the Average Variance Extracted (AVE). All constructs achieved AVE values above the recommended threshold of 0.50 (Fornell & Larcker, 1981), ranging from 0.519 to 0.608. This indicated that each construct explained more than 50% of the variance of its indicators.

Union instrumentality demonstrated the highest level of convergent validity (AVE = 0.608), followed by perceived union support (AVE = 0.576), CBR (AVE = 0.554), and WPJ (AVE = 0.519). These findings provided empirical support for the adequacy of the measurement model.

**Table 2: Discriminant Validity**

	CBR	PUS	UIN	WPJ
CBR				
PUS	0.352			
UIN	0.488	0.294		
WPJ	0.539	0.336	0.370	

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio of correlations, as recommended by Henseler, Ringle, and Sarstedt (2015). HTMT is considered a more reliable and stringent criterion for evaluating discriminant validity in variance-based structural equation modeling. The HTMT values ranged from 0.294 to 0.539, which are substantially below the conservative threshold of 0.85 and the more liberal threshold of 0.90. Specifically, the highest HTMT value was observed between CBR and WPJ (0.539), followed by CBR and union instrumentality (0.488), whereas the lowest value was between perceived union support and union instrumentality (0.294). All construct pairs exhibited HTMT values well below the recommended cut-off levels, indicating that each construct is empirically distinct from the others. Therefore, the results provide strong evidence of discriminant validity, suggesting that CBR, PUS, UIN, and WPJ measure conceptually different phenomena within the proposed model. These findings confirm that the measurement model satisfies the discriminant validity requirement, supporting the robustness and reliability of subsequent structural model estimations.

**Table 3: Path Coefficients**

Hypothesis		Original sample (O)	Sample mean (M)	T statistics ( O/STDEV )	P values	Decision
H <sub>1</sub>	WPJ -> CBR	0.150	0.154	4.846	0.000	Supported
H <sub>2</sub>	WPJ -> UIN -> CBR	0.106	0.108	4.419	0.000	Supported
H <sub>3</sub>	WPJ -> PUS -> CBR	0.044	0.046	1.927	0.054	Not Supported

The results of the structural model indicated that workplace procedural justice (WPJ) exerted a positive and statistically significant effect on CBR ( $\beta = 0.150$ ,  $SD = 0.031$ ,  $t = 4.846$ ,  $p < .001$ ). The magnitude of the standardized path coefficient suggested a modest but meaningful positive relationship between WPJ and CBR.

The bootstrapped t-value substantially exceeded the critical value of 1.96, and the p-value was below .001, providing strong empirical support for the hypothesized relationship. Accordingly, the proposed hypothesis was supported. The small standard deviation and the close correspondence between the original sample ( $O = 0.150$ ) and sample mean ( $M = 0.154$ ) further indicated the stability and robustness of the estimated path coefficient.

The mediating roles of union instrumentality and perceived union support in the relationship between workplace procedural justice (WPJ) and CBR were examined using bootstrapping procedures in PLS-SEM. The mediation analysis revealed that WPJ exerted a positive and statistically significant indirect effect on CBR through union instrumentality ( $\beta = 0.106$ ,  $SD = 0.024$ ,  $t = 4.419$ ,  $p < .001$ ). The bootstrapped t-value exceeded the critical threshold of 1.96, and the p-value was below .001, indicating robust support for the mediating role of union instrumentality. This finding suggested that union instrumentality significantly transmitted the effect of WPJ on CBR. Therefore, the indirect hypothesis via union instrumentality was supported.

In contrast, the indirect effect of WPJ on CBR through perceived union support was positive but not statistically significant at the 5% level ( $\beta = 0.044$ ,  $SD = 0.023$ ,  $t = 1.927$ ,  $p = .054$ ). Although the coefficient indicated a positive



mediation pathway, the t-value did not reach the recommended threshold of 1.96, and the p-value slightly exceeded .05. Accordingly, the mediating role of perceived union support was not supported.

## Discussion:

The present study examined the relationship between workplace procedural justice and the union outcomes of citizenship behavior and the mediating role of perceived union support and union instrumentality on these relationships. Consistent with the prediction procedural justice was related to organizational citizenship behavior. Workplace procedural justice demonstrated a positive and statistically significant effect on CBR. This finding suggested that when employees perceived decision-making processes as fair, transparent, and unbiased, they were more likely to exhibit behaviors aligned with CBR. Procedural justice appeared to function as a foundational mechanism fostering positive workplace outcomes. This result was consistent with social exchange theory, which posits that fair treatment by the organization generates reciprocal positive attitudes and behaviors among employees. The mediation analysis revealed complementary partial mediation for union instrumentality. Although workplace procedural justice maintained a significant direct effect on citizenship behaviour, a substantial proportion of its influence was transmitted through union instrumentality. This finding indicated that procedural fairness enhanced citizenship behaviour partly because it fostered greater involvement and internal alignment among employees. The variance accounted for further confirmed that union instrumentality constituted a meaningful transmission mechanism within the model. In contrast, the mediating effect of perceived union support was weaker. While perceived union support significantly predicted citizenship behaviour, its indirect effect was comparatively smaller. This suggested that perceptions of support alone may not be sufficient to fully explain how procedural justice translates into behavioral outcomes. Instead, involvement-related mechanisms appeared to play a more central role. Overall, the findings demonstrated that procedural justice influenced citizenship behaviour both directly and indirectly, with union instrumentality serving as the stronger mediating pathway.

## Limitations:

The study employed a cross-sectional research design, which restricted the ability to draw definitive causal inferences. Longitudinal research would be better suited to examine how perceptions of procedural justice influence CBR over time. The study relied on self-reported data collected from a single source. This approach may have increased the potential for common method bias (CMB), despite procedural and statistical remedies. Future research should incorporate multi-source or supervisor-rated behavioral measures to reduce same-source bias. As the data for the study was collected from a single organisation it limits the generalizability of the findings. Although the model explained a meaningful proportion of variance in CBR, other relevant predictors were not included.

## Conclusion:

In summary, the study confirmed that workplace procedural justice was a critical determinant of CBR. Its effects operated both directly and indirectly, with UIN emerging as the stronger mediating mechanism compared to PUS. These findings underscored the importance of fairness-driven and involvement-based organizational practices in shaping employee behavioral outcomes.

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## Original Article

### “Corporate Social Responsibility in India” Infosys Foundation’s CSR activity.

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#### Abstract:

Corporate Social Responsibility plays an important role in sustainable development by contributing to economic, social and environmental sectors. Business not only focus on earning profit they also have some responsibility towards society, government and environment. Business organization needs to understand the social problems such as poverty, inequality, degradation of environment. This problem cannot be solved by government alone. Companies also contribute their portion of profit towards solving these problems. Success of corporation is not only judged by their financial success but also by their contribution to the society. It led to positive impact on business performance, reputation, increasing goodwill attraction customer and retaining the employees in the same organization. Growing more focus to CSR changed attitude of business all over the world. CSR is not new to India. India have a world’s richest history in CSR. Most of the companies in India actively in taking social responsibilities in their business. This research paper include study of CSR activities of Infosys foundation. Infosys is an IT company through this foundation Sudhamurthy has extensive corporate social responsibility in Karnataka.

**Keywords:** Empowerment, Sustainable. Welfare, Rehabilitating, Protection.

#### Introduction

“Business cannot be successful when the society around them fails”

**Paul Polman** (CEO of Unilever).

Corporate social responsibility means companies and business organizations have responsibility to do good things for society and environment beyond just making money. It means responsible steps to Impact beyond its care business activities. CSR it is a self-regulating model that helps a company be socially accountable itself.

Company improves their brand reputation by delivering their volunteer efforts to improving community, Government and Environment.

#### Objectives of the study

1. To study whether CSR enhance brand image and reputation.
2. To study whether support of business organization led to community development.
3. To study the negative and positive impact of CSR activities on firms performance.
4. To examine opportunities and challenge of CSR activities.
5. To know whether CSR activity reduce inequalities in society.
6. To study CSR practice followed by Infosys.

#### Literature Review:

##### Sunega and Kaurb(2016)

The author conducted an analysis to demonstrate that corporate social responsibility (CSR) activities have a positive effect on a company’s profitability, which can lead to an increase in goodwill, brand recognition, and market share. Corporate sustainability is a continuous process that affects our society, business and educational institutions in a variety of ways

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. Organization have begun to taking numerous steps towards it and have made significant contributions towards social responsibility.

## Legal Frameworks of CSR in India.

1. **Applicability:-** Companies with a net worth of 500Cr or more or turnover rupees 1000Cr or more net profit Rs. 5Cr or more 2% of the average net profit of the company made during the three immediately preceding financial years on CSR activities.
2. **CSR Committee:** - The CSR committee of the board of directors is responsible for formulating and recommending a CSR policy to the board of directors.
3. **CSR activities:** - The act specifies that CSR activities mentioned in scheduled Third of the act. These are eradicating hunger and poverty, promoting education, gender equality and environmental sustainability.
4. **Reporting:** - Companies are disclose their report about CSR policy details of policy undertaken, the amount spent and the impact of such activities.

## Introduction to the Infosys Limited

Infosys limited it is an Indian multinational company that provides IT services and consulting services. This foundation is established in 1981 under the Membership N.R Ro, N R Murthy and N V Satyanarayan. The company have headquarter in Bengalore and it considered one of the big six Indian IT companies.

## Scope of the Study:

**Scope** of the study is limited to 4 years of CSR initiatives taken by Infosys Company that is from 20-21 to 24-25. The analysis and interpretation is based on secondary data.

## Research Methodology:

The present study is descriptive in nature and required data source are drawn from Infosys company website, published annual reports, articles and journal (IIFMR). **Vision:**

“ To be a globally respected corporation that provides Best -of- Breed business solutions leveraging technology delivered by Best-in-Class people”.

Infosys does not just want to be a corporation which just focuses on increasing its business and revenues rather than vision is to be a corporation which provides best business solution.

## Mission:

To achieve our objective in an environment of fairness, honesty and courtesy towards our clients, employees, venders and society.

They believe in fairness, honesty and courtesy that three key aspects were the main factors in achieving their Vision

## Infosys and corporate Social Responsibility

Infosys foundation conducted lot of CSR activity in its lifetime. It demonstrates its dedication hard work to Ethical, Sustainability and Socially conscious business practices. Following are some of Infosys most prominent CSR practices.

## Environmental Sustainability:

Infosys foundation contribute lot of amount towards protect environment. That make long-term impact on communities.

1. Infosys foundation rejuvenate historic step well and water system in Telengana to preserve them for future.
2. This year rejuvenated five lakes in and around Electronic city in Bangalore.
3. 100% Recycled wastewater in Infosys campus.

✓ In 2024 launched ASSURE a Multi-Stakeholder program with IIHS.

✓ In 2021 Reported and Offset work from home emissions.

Infosys was awarded the sustainability ‘**Champion of the Year Award**’ at the FICCI Young Leaders Awards 2024.

## 01. Education and Skills Development:

- Infosys springboard livelihood program (2025):- Launched in July-2025. IT targets both graduates and undergraduates, offering training in AI. Machine learning digital marketing and finance.
- Education for Employment Initiative (2024):- Launched to bridge the gap between skills and employability.
- Model Rural Schools Development 2025.

## 02. Employee Welfare and Engagement:

Education for Employment launched in 2024 to bridge skills for marginalized communities.

## 03. HALE Program:

The health assessment and lifestyle enrichment program served as the care well initials focusing on four pillars **Physical, Emotional, Social well-being and Safety.**

**Table 01- Showing Infosys's CSR funding in FY 2021-22.**

Particulars	Amount (In Crore)
Average net profit of the company for the last 3 Financial years.	19,834
Prescribed CSR expenditure (2% of the average net profit) to be spent for the financial year.	<b>Total amount</b> 396.70
Amount spent	344.91

Source: International journal for multi-disciplinary research.

- This table describes total amount to be spent by company for the financial year 2021-22 was 396.70 Cr but the company has spent 344.91 which is 1.73 of average net profit of the company for the last 3 Financial Years.
- In this FY actual amount is spent by company less than the prescribed amount.

**Table 02- Showing Infosys CSR funding in the FY 2022-23.**

Particulars	Amount (In Crore)
Average net profit of the company for the last 3 Financial years.	21,842
Prescribed CSR expenditure (2% of the average net profit) amount to be spent for the financial year.	<b>Total</b> 436.84
Amount spent	291.51

Source: International journal for multi-disciplinary research.

- This table explains total amount to be spent by the company for the FY 2022-23 was 436.84Cr but the company has spent 291.51 which is 1.79% of average net profit of the company for the last 3 Financial Years.
- In this financial years actual amount less than the prescribed amount.455.67

**Table 03- Showing Infosys CSR funding in the FY 2023-24.**

Particulars	Amount (In Crore)
Average net profit of the company for the last 3 Financial years.	24,167
Prescribed CSR expenditure (2% of the average net profit) amount to be spent for the financial year.	<b>Total</b> 483.34
Amount spent	455.67

Source: Infosys foundation's annual report.

- This table depicts total amount to be spent by the company for the FY 2023-24 was 483.34Cr but the company has spent 455.6 which is 1.88% of average net profit of the company for the last 3 Financial Years.
- In this financial years actual amount less than the prescribed amount.

**Table 03- Showing Infosys CSR funding in the FY 2024-25.**

Particulars	Amount (In Crore)
Average net profit of the company for the last 3 Financial years.	25,702
Prescribed CSR expenditure (2% of the average net profit) amount to be spent for the financial year.	<b>Total</b> 514.04
Amount spent	483.16

Source: Infosys foundation's annual report.

- This table shows that total amount to be spent by the company for the FY 2024-25 was 514.04Cr but the company has spent 483.16 which is 1.88% of average net profit of the company for the last 3 Financial Years.
- In this financial years actual amount spent less than the prescribed amount.

### Findings:

- The analysis shows in 2021-22 spent 344.91Cr they give significant focus on covid-19 relief infrastructure and supporting under privileged communities.



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- In the year 2022-23 gives more important to digital skills, launching diabetes care programs. Upgrading AIIMS with medical equipment.
- In FY 2023-24, the total increased CSR spending Rs.455.67crore, but it still fell short of the prescribed Rs.483.34crore due to cautious found utilization and focus on project effectiveness rather than full spending.
- In FY 2024-25, the company spent Rs.483.16crore on CSR compared to the prescribed Rs.514.04 as Infosys continued to follow a disciplined and impact-driven approach to CSR activities.
- Across all the years studied, actual CSR expenditure remained slightly below the prescribed limit mainly because of operational and scheduling challenges, not due to lack of commitment.
- Overall the findings indicates that Infosys maintains a strong focus on corporate social responsibility, but improved planning and timely execution are required to achieve full compliance with CSR norms.

## Suggestions:

- Conduct regular review of improvement process for corporate social responsibility programs.
- Promote employee involvement and volunteering to straighten corporate social responsibility efforts and poster and corporate social responsibility programs.
- Regular training programs for CSR partners can help reduce execution gaps and improve project efficiency.
- Infosys may diversify CSR activities across more geographical regions to ensure balanced social development.
- The company can collaborate more with government schemes and NGOs to increase the reach and effectiveness of CSR activities.

## Conclusion:

The shows that Infosys recorded steady growth in profits leading to an increase its CSR obligations over the years. The company consistently spent large amount on CSR activities, but the actual expenditure remained slightly below the prescribed requirement. This gap was mainly due to implementation and scheduling challenges. Overall Infosys demonstrate strong commitment to social responsibility but better planning is needed to achieve full compliance.

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## Original Article

### Consumer Preference towards UPI Payments

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#### Abstract:

The Rapid growth of digitalization in India has significantly transformed the payment system, with the Unified Payment Interface (UPI) emerging as one of the most popular electronic payment methods. This study Examines consumer Preference towards UPI Payments and the factors influencing its adoption and usage. The main objectives of the study is to understand the level of convenience, security perception and problems faced by consumers while using the applications.

**Key words:** Consumer Preferences, UPI Payments, Consumer Behaviour, Cashless Transactions.

#### Introduction:

In India, the Payment system has undergone a major shift from traditional cash based transactions to electronic and mobile based payments. The Government of India and the Reserve Bank of India have taken several steps to promote a cashless economy, especially after the demonetization Period of 2016. Among the various digital payment methods, the Unified Payments Interface [UPI] has emerged as the most popular and most of the people accepted it as a mode of payment. Unified Payment Interface [UPI], developed by the National Payments Corporations of India [NPCI] in 2016, is a real-time payment system that help people who are using Unified Payment Interface for transfer money using different mobile applications such as Google pay, Phone pay, Paytm, and BHIM etc. UPI enables customers to make payments anytime and anywhere by using smartphones without need for cash, debit cards, or credit cards. It allows Individual to pay utility bills, recharge mobile phones, shop online, and make in-store payments through QR codes. The COVID - 19 pandemic further accelerated the adoption of contactless payments, as people preferred digital payments to avoid physical contact and handling of cash.

#### Research Methodology

The study focuses on study of secondary data Collected from books, Journals, NPCI Publications, Newspapers, and publications from websites.

#### Objectives of the study:

1. To study the concept of UPI Payments.
2. To analyses the factors influencing consumer preference towards UPI payments.
3. To study the Different UPI Applications.
4. To identify the problems faced by consumers while using UPI payments.

#### Meaning:

UPI is a system that connects different bank accounts into one mobile platform and enables easy, fast, and secure digital payments anytime and anywhere. In other words it allows users to instantly transfer money from one bank account to another through a mobile phone without visiting the bank or using cash, cheque, debit card, or credit card.



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## Features of UPI Payments:

### 1. Instant Money Transfer:

Money is transferred immediately from sender to receiver in real time.

### 2. 24\*7 Availability:

UPI works round-the-clock, including Sundays and bank holidays.

### 3. No Need for Bank Details:

Users do not need to remember account number or IFSC code. Only a UPI ID or mobile number is sufficient.

### 4. Mobile Based Payment System:

Transactions can be done using smartphones through UPI apps.

### 5. Single Platform for Multiple Bank Accounts:

A Person can link more than one bank account in one UPI applications.

### 6. QR Code Payment Facility:

Payments can be made by simply scanning a QR code at shops, malls, restaurants, and street vendors.

### 7. Secure Transactions:

Every transactions requires a UPI PIN [Personal Identification Number], which provides authenticity and safety.

### 8. Low or No Transactions:

Most UPI transactions are free of cost for customers, making it economical.

### 9. Bill Payments and Recharge Facility:

UPI can be used for Mobile Recharge, Electricity Bills, Water Bills, Online shopping etc.

## Factors Influencing Consumer Preference towards UPI Payments:

Consumer Preference towards UPI Payments depends on several technological, social, and psychological factors.

### 1) Convenience:

UPI is very simple to operate through mobile applications. Consumer can transfer money, pay bills, or shop online within a few seconds without visiting a bank or ATM. The simple interface of apps like Google Pay and PhonePe increases user acceptance.

### 2) Speed of Transactions:

UPI Provides instant real-time fund transfer. Unlike NEFT or Cheque payments, the receiver gets money immediately. Faster service strongly influences consumers to prefer UPI over traditional payment methods.

### 3) Smart-phone and Internet Availability:

UPI Usage depends on access to smartphones, mobile data or Wi-Fi and Internet connectivity. Urban consumers with better digital infrastructure use UPI more frequently than rural consumers.

### 4) Cashback, Discounts and Rewards:

UPI apps provide cashback offers, coupons and Discounts on recharges and shopping. These promotional incentives motivate consumers, especially students and young users, to prefer UPI payments.

### 5) Digital Literacy and Education Level:

People who are educated and familiar with mobile technology find UPI easier to understand and operate. Lack of digital knowledge among elderly or rural populations reduces adoption.

### 6) Government Initiatives and Awareness:

Government Campaigns such as Digital India, cashless economy promotion, and BHIM app introduction have encouraged people to adopt digital payments and increased awareness about UPI.

### 7) Social Influence :

Friends, family members, shopkeepers, and colleagues influence usage. If most people in a social group use UPI, others also start using it due to convenience and social pressure.

### 8) COVID-19 Pandemic and Contactless Need:

During the pandemic, people avoided handling cash due to infection risk. Contactless payment increased UPI adoption and created long-term usage habits.

### 9) Merchant Acceptance:

Today small vendors, vegetable sellers, medical shops, and transport services accept QR code payments. Higher acceptance by merchants increases consumer preference for UPI.

## Different UPI Payment Applications:

UPI works through many mobile applications (apps) - some are bank apps and some are third party apps.

### 1) Third-Party UPI Applications:

- Google pay- Very widely used in India.
- Phone pay- One of the highest transaction Volume apps.
- Paytm- Also provides Wallet + UPI services
- Amazon Pay UPI- Available inside the Amazon shopping app.



- WhatsApp Pay- UPI Payments directly inside WhatsApp Chat.
- BHIM app- Official UPI app developed by NPCI (Government supported)
- CRED Pay- Mainly used by credit card users.

## 2) **Bank UPI Applications:**

Many Banks provide their own UPI apps or include UPI inside mobile banking apps.

### **Public Sector Banks:**

- SBI YONO/YONO Lite (State Bank of India)
- PNB One (Punjab National Bank)
- BOI Mobile (Bank of India)
- Union Bank UPI

### **Private Sector Banks:**

- HDFC Bank Mobile Banking app
- ICICI Bank iMobile Pay
- Axis Bank Mobile App/ BHIM Axis Pay
- Kotak Mobile Banking
- IDFC FIRST Bank app

### **Problems faced by consumers while using UPI Payments:**

Although UPI payments are convenient and widely accepted, consumers still experience several practical and psychological difficulties while using the system. These problems sometimes reduce trust and slow down the adoption of digital payments, especially among elderly and rural users.

#### 1) **Transaction Failure:**

This is most common issue faced by users. Sometimes money is debited from the sender's account but not credited immediately to the receiver due to server overload, Bank system errors, and NPCI network issues etc. This creates confusion and fear among users.

#### 2) **Poor Internet Connectivity:**

UPI Works only with internet access. In rural and semi-urban areas, slow mobile data or network problems interrupt transactions and cause payment delays or failures.

#### 3) **Server Down or Technical Errors:**

At peak times (evenings, salary days, festivals, sale days), bank servers may become busy. Users may see messages like "Transaction pending", "Server busy", "Unable to process request". This discourages customers from relying fully on UPI.

#### 4) **Security and Fraud Issues:**

Many consumers fear online fraud such as fake payment links, QR code scams, and unauthorized transactions. Lack of awareness about cyber safety reduces confidence in UPI Usage.

#### 5) **Refund Delay:**

If a transaction fails but money is deducted, refund may take time depending on the bank. This delay creates dissatisfaction, especially for daily wage earners and small transactions.

#### 6) **Lack of Digital Literacy:**

Some users, particularly elderly people, less educated consumers find it difficult to create UPI ID, set UPI PIN, understand instructions, therefore they prefer cash due to lack of technical knowledge.

#### 7) **Wrong Transfer of Money:**

If a user enters the wrong UPI ID or mobile number, money may go to another person. Recovery of money is difficult and Time-consuming.

#### 8) **Fear and Lack of Trust:**

Some consumers still believe cash is safer, digital money can be stolen easily. Psychological hesitation is a major barrier to adoption.

### **Conclusion:**

The study on consumer Preference towards UPI Payments reveals that UPI has become one of the most widely accepted digital payment systems in India consumer prefer UPI due to its convenience, ease of use and the availability of multiple applications. Urban consumers show higher adoption, while rural consumers are gradually adopting it as digital awareness increase. However certain issues such as network problems, transaction failures, server down time etc. still affect some users.

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## Original Article

### Business Ethics

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#### Abstract

*Business ethics encompasses the moral principles and standards that guide behaviour within the corporate world, balancing profit motives with societal responsibilities. At its core, it addresses dilemmas such as corporate social responsibility (CSR), fair labor practices, environmental sustainability, and transparency in financial reporting. Ethical decision-making frameworks, like utilitarianism, deontology, and virtue ethics, help managers navigate conflicts between shareholder value and stakeholder interests, ensuring long-term viability over short-term gains. In today's globalised economy, business ethics has gained urgency amid high-profile scandals like Enron's collapse or Volkswagen's emissions fraud—which eroded public trust and triggered regulatory reforms like the Sarbanes-Oxley Act. Ethical lapses not only invite legal penalties but also damage brand reputation, deter talent, and provoke consumer boycotts. Conversely, ethical leadership fosters innovation, employee loyalty, and competitive advantage; companies like Patagonia exemplify this by prioritising sustainability, yielding both profits and goodwill. Challenges persist in emerging areas: AI-driven decision-making raises bias concerns, supply chain opacity fuels exploitation debates, and ESG (Environmental, Social, Governance) investing demands verifiable metrics. To thrive, firms must embed ethics into culture via codes of conduct, whistleblower protections, and ethics training. Ultimately, business ethics transcends compliance; it is a strategic imperative for resilient organisations. As globalisation intensifies, ethical businesses will lead, harmonising economic success with moral integrity in an interconnected world.*

**Keywords:** Business ethics, Corporate Responsibility, Moral Principles, Stakeholder interest, Sustainability.

#### Business Ethics

Business ethics refers to the system of moral principles and values applied to business activities, institutions, and behaviour. It guides how organisations and individuals should act beyond mere compliance with law, aiming to promote fairness, accountability, transparency, and social responsibility. In a rapidly globalising and digitalised economy, ethical conduct is not only desirable but essential for sustainable growth, stakeholder trust, and long-term competitiveness. The increasing complexity of markets, technological disruptions, environmental challenges, and social expectations has pushed ethics from the margins to the centre of corporate strategy. Scandals, frauds, environmental damage, and exploitation of labor have demonstrated that profit without principles can harm both society and the survival of businesses themselves. Therefore, business ethics has evolved from a theoretical subject to a practical necessity influencing governance, leadership, and everyday decision-making.

#### Meaning and Nature of Business Ethics

Business ethics involves applying standards of right and wrong to business situations. These standards may arise from legal systems, organisational codes, professional norms, or broader societal expectations. However, ethics often goes beyond what is legally required. An action can be lawful yet unethical if it harms stakeholders or violates fairness.

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The nature of business ethics is:

- Normative – prescribing what ought to be done.
- Value-based – rooted in integrity, honesty, and respect.
- Dynamic – changing with societal attitudes and global conditions.
- Universal yet contextual – certain values are common, but application may differ across cultures.

### Importance of Business Ethics

Ethical practices contribute to building reputation, customer loyalty, employee commitment, and investor confidence. Organisations known for ethical conduct often enjoy sustainable profitability and reduced risk of legal penalties. In modern markets, information spreads quickly through digital media. A single unethical act can damage a brand built over decades. Thus, ethics becomes a strategic asset.

### Furthermore, ethical organisations:

- Encourage trust among stakeholders.
- Attract better talent.
- Reduce conflicts and litigation.
- Promote long-term survival rather than short-term gains.

### Core Principles of Business Ethics

Though ethical systems vary, some principles are widely accepted.

- **Integrity:** requires truthfulness and consistency in actions.
- **Accountability:** means accepting responsibility for outcomes.
- **Fairness:** ensures impartial treatment of stakeholders.
- **Transparency:** demands openness in communication.
- **Respect:** values human dignity, diversity, and rights.

These principles form the foundation of corporate governance and responsible management.

### Ethics and Corporate Governance

Corporate governance provides the framework through which companies are directed and controlled. Ethical governance ensures that power is exercised responsibly and in the interests of stakeholders. In countries like India, regulatory bodies such as Securities and Exchange Board of India emphasise disclosure, board independence, and protection of minority shareholders. Well-governed firms are more likely to prevent fraud, insider trading, and misuse of resources. Strong governance integrates ethical values into board practices, executive compensation, risk management, and audit mechanisms.

### Corporate Social Responsibility (CSR)

Corporate Social Responsibility extends ethical duties beyond shareholders to society at large. It recognises that businesses use public resources and must contribute to community welfare. Under the Companies Act, certain firms are required to allocate funds toward social development, education, environmental sustainability, and poverty alleviation. CSR, when implemented sincerely, strengthens relationships with communities and enhances corporate image. However, tokenism or superficial charity without genuine commitment defeats the spirit of ethics.

### Ethical Issues in Functional Areas

#### Marketing Ethics

Unfair advertising, misleading claims, hidden charges, and exploitation of consumer psychology raise serious concerns. Ethical marketing promotes truthful representation and consumer safety.

#### Financial Ethics

Manipulation of accounts, insider trading, and tax evasion undermine trust in financial systems. Transparent reporting and honest auditing are essential.

#### Human Resource Ethics

Fair recruitment, equal opportunity, privacy, and safe working conditions define ethical HR practices. Discrimination or harassment can severely damage morale and reputation.

#### Production Ethics

Maintaining quality standards, ensuring worker safety, and minimising environmental harm are central responsibilities

### Technology and Digital Ethics

With the growth of big data and artificial intelligence, ethical dilemmas have multiplied. Companies collect vast amounts of personal information, creating risks of surveillance and misuse. For example, debates around data practices at Meta Platforms highlight tensions between innovation and privacy. Ethical digital governance requires informed consent, cybersecurity, and responsible algorithm design. Automation also raises concerns about employment displacement, demanding humane transition strategies.



## **Environmental Ethics and Sustainability**

Climate change, pollution, and depletion of natural resources have forced businesses to rethink growth models. Ethical firms adopt sustainable production, renewable energy, and waste reduction. Global initiatives such as the United Nations Sustainable Development Goals encourage companies to align profitability with planetary well-being. Greenwashing pretending to be environmentally responsible without real action—is itself an ethical violation.

## **Globalisation and Cross-Cultural Ethics**

Multinational operations expose firms to diverse cultural norms. Practices acceptable in one region may be questionable elsewhere. Bribery, labor standards, and gender rights are common areas of tension. International guidelines, including those promoted by the Organisation for Economic Co-operation and Development, aim to harmonise responsible conduct across borders.

Managers must balance respect for local culture with universal human rights.

## **Whistleblowing and Ethical Leadership**

Employees often witness misconduct before regulators do. Encouraging safe reporting mechanisms is vital. Protection for whistleblowers ensures that truth can surface without fear of retaliation. Ethical leadership plays a decisive role. Leaders influence culture through example. When top management prioritises integrity, employees are more likely to follow. History shows how leadership failure can destroy giants, as seen in the collapse of Enron, where fraudulent accounting eroded investor trust and led to bankruptcy.

## **Ethics, Profitability, and Long-Term Value**

A traditional myth suggests that ethics reduces competitiveness. In reality, responsible conduct often enhances brand value and stability. Investors increasingly prefer companies with strong environmental, social, and governance performance. Ethics reduces hidden costs such as fines, employee turnover, and reputational damage. Sustainable profits arise from trust, not deception.

## **Developing an Ethical Culture**

Creating an ethical organisation requires more than written codes. It demands training, communication, leadership commitment, and effective enforcement.

### **Key steps include:**

- Establishing a clear mission and value statement.
- Providing ethics education.
- Setting up monitoring systems.
- Rewarding ethical behaviour.
- Taking swift action against violations.

Cultural transformation takes time but yields lasting benefits.

## **Role of Education and Research**

Academic institutions and professional bodies must integrate ethics into curricula. Future managers should learn to analyse dilemmas, balance stakeholder interests, and make responsible choices. Research can help identify emerging risks in technology, finance, and sustainability, offering guidance for policymakers and practitioners.

## **Future Challenges in Business Ethics**

New frontiers such as artificial intelligence, gig work, genetic technologies, and global supply chains will continue to test moral frameworks. Rapid innovation often outpaces regulation, making voluntary ethical commitment even more crucial. Consumers are becoming more aware and vocal. Social media activism can quickly mobilise public opinion, holding corporations accountable.

## **Conclusion**

Business ethics is no longer optional or peripheral. It lies at the heart of credibility, resilience, and sustainable development. Ethical enterprises contribute not only to economic prosperity but also to social justice and environmental protection. By embedding moral values into governance, strategy, and daily operations, businesses can create shared value for all stakeholders. The challenge for modern organizations is to transform ethical intentions into consistent action, ensuring that growth and goodness advance together.

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## Original Article

### Human Resource Management Recent Practies

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#### Abstract

Human resources management is an essential function of every organization. It encompasses managing people in organizations from a macro perspective i.e managing a people in the form of a collective relationship between management and employee. Human resource management is the process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety and fairness concerns. Human resources management involve management functions loke planning, organizing, directing and controlling and also procurement, development, maintenance and management of human resource. Human Resource Management (HRM) is the strategic approach to managing an organization's most valuable assets its people to achieve organizational goals, improve productivity, and enhance employee commitment. It involves comprehensive functions like recruitment, training, performance management, compensation, and maintaining employee relations. HRM stands for Human Resource Management, which is the strategic and coherent approach to managing an organization's employees (human capital) to achieve business goals, focusing on attracting, recruiting, training, developing, motivating, and retaining talent. It involves managing the entire employee lifecycle, from hiring to departure, ensuring people are used effectively to drive productivity and organizational success.

**Keywords:** Human Resource Management (HRM), Human Resource Planning, Recruitment and Selection, Training and Development, Performance Management, Compensation, Employee Relations, HRMS, Artificial Intelligence in HR, Skills-Based Hiring, Employee Engagement, Diversity and Inclusion (DEI), Hybrid Work Model, People Analytics, Organizational Development.

#### Futures of Human Resource Management.

- Pervasive Force
- People Oriented
- Action Oriented
- Future Oriented
- Development oriented
- Enhance employee relation
- Interdisciplinary Function

#### Further scope of Human Resource Management.

Human Resource Management has a very wide scope, every department and activity in an organization needs human resources, even if it is about running machinery. HRM in personnel management: The objective here is to ensure the individual growth of each employee which indirectly contributes to the overall growth of the entire organization. HRM in employee welfare: This aspect of HRM is concerned with the working condition & the amenities at the workplace.

#### Introduction

Human resources is a resource like any other natural resource, it means that management can get and use the skill, knowledge, ability, etc. through the development of skills, tapping and utilizing them again and again. Human



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Resource management is that process of management which develops and manages the human elements of enterprise. It is not only the management of skills but also the attitudes and aspiration of people.

Definition: ' M.L.Cuming HRM is concerned with obtaining the best possible staff for an organization and having got them looking after them so that they want to say and give their best to their jobs.'

### Key Characteristics of HRM's Nature:

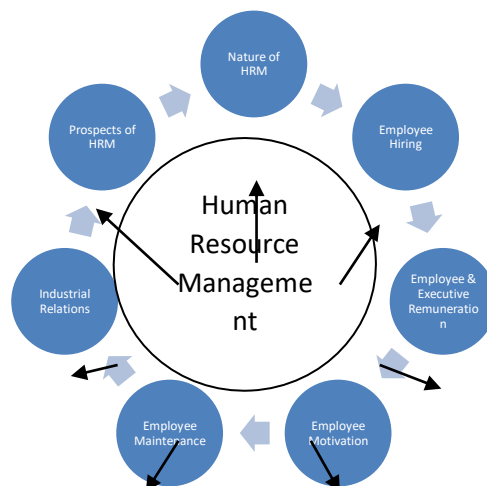
- **People Oriented:**  
Focuses on the needs, talents, and potential of employees, treating them as assets, not just resources, fostering a healthy culture.
- **Pervasive Force:**  
Present in all types and levels of organizations, integrated into all management functions (production, marketing, finance).
- **Action-Oriented:**  
Stresses taking timely action and solving problems, rather than just rule-following or paperwork.
- **Future-Oriented:**  
Prepares the workforce for current and future challenges through strategic planning and development.
- **Development-Oriented:**  
Continuously works to develop employees' skills, potential, and career growth.
- **Interdisciplinary:**  
Draws from fields like psychology, sociology, economics, and communication to manage people effectively.
- **Continuous Process:**  
An ongoing, never-ending function essential for smooth organizational operation, as long as the business exists.
- **Integrative:**  
Connects organizational objectives with individual employee goals and needs.

### Process of HRM

- **Human Resource Planning (HRP):** Forecasting future talent needs, including identifying necessary skills and calculating the required number of employees.
- **Recruitment & Selection:** Attracting qualified candidates (recruitment) and filtering them through interviews and tests (selection) to find the best fit.
- **Hiring & Onboarding:** Offering the position, finalizing employment details, and integrating new hires into the company culture through orientation.
- **Training & Development:** Equipping employees with the skills, knowledge, and tools necessary for their roles and for future career growth.
- **Performance Management:** Setting objectives, providing feedback, and conducting appraisals to align employee performance with organizational goals.
- **Compensation & Benefits:** Designing salary structures, incentives, and benefits packages to motivate and retain talent.
- **Employee Relations & Retention:** Managing workplace culture, fostering positive employer-employee relationships, ensuring safety, and handling conflict.
- **Offboarding:** Managing the exit process, including resignations, layoffs, and retirement.

The process is continuous, with data from performance evaluations often feeding back into training, development, and compensation strategies, thereby optimizing employee performance.

### Scope of HRM



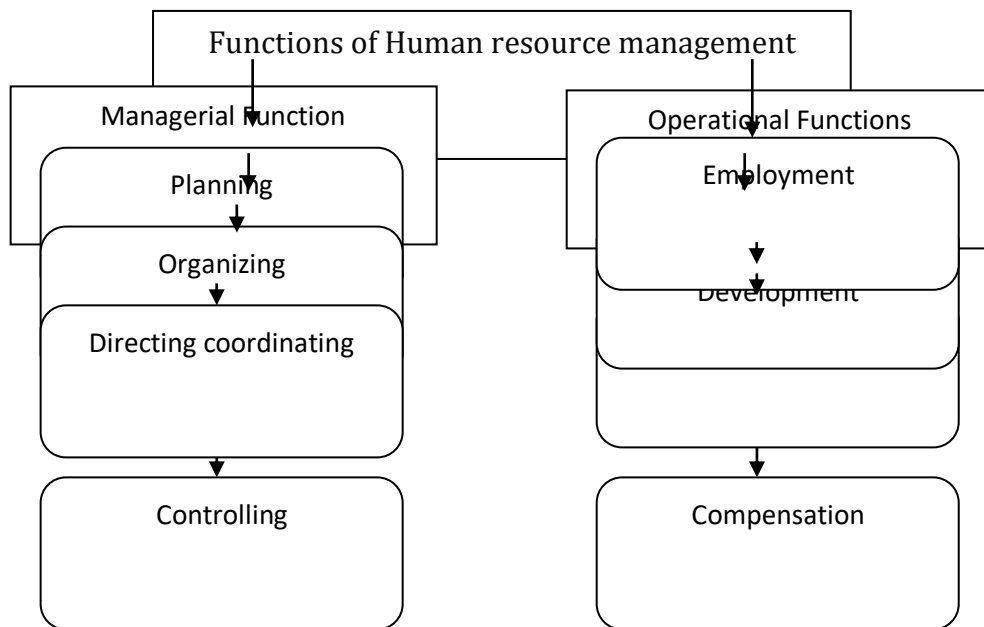
The core objective of Human Resource Management (HRM) is to align the workforce with organizational goals to enhance productivity and profitability. It involves recruiting, developing, and retaining a competent, motivated workforce while fostering a positive work culture, ensuring compliance with labor laws, and managing employee welfare.

### Key Objectives of HRM:

- **Organizational Goals:** To achieve business objectives by ensuring the right people are in the right roles, maximizing efficiency and performance.
- **Talent Acquisition & Management:** To recruit, select, and retain skilled employees to maintain a stable and capable workforce.
- **Training & Development:** To enhance employee skills and knowledge, improving overall productivity and supporting career growth.
- **Employee Motivation & Engagement:** To keep morale high through rewards, recognition, and fostering a positive work culture.
- **Compliance & Risk Management:** To ensure adherence to employment laws, safety regulations, and ethical standards.
- **Employee Relations & Welfare:** To manage, support, and foster healthy relationships within the organization.

### Four Main Pillars of HRM Objectives:

1. **Societal Objectives:** Managing compliance, ethics, and legal obligations to society.
2. **Organizational Objectives:** Driving business profitability and efficiency through effective human resource utilization.
3. **Functional Objectives:** Maintaining the department's contribution at a level appropriate to the organization's needs.
4. **Personal Objectives:** Assisting employees in achieving personal goals, such as job satisfaction and career growth.



### Managerial Functions

**Planning:** Human Resource Planning (HRP) is the strategic process of forecasting an organization's future workforce needs to ensure it has the right people, with the right skills, in the right roles, at the right time to meet business goals. It involves analyzing current staff, predicting future requirements, identifying gaps, and developing strategies for recruitment, training, and retention to align talent with overall business objectives, preventing talent shortages or surpluses. **Organization:** In human resource management, an organization is a structured entity—comprising people, processes, and resources—designed to achieve specific, collective goals. **Directing coordinating:** Directing and coordinating in Human Resource Management (HRM) involves guiding, motivating, and supervising employees (directing) while harmonizing their efforts across departments (coordinating) to achieve organizational goals. **Controlling:** Controlling in human resource management (HRM) is the process of monitoring, measuring, and evaluating employee performance and HR activities against set standards to ensure they align with organizational goals.



## Operational Function

**Employment:** Employment in human resource management (HRM) is a formal, contractual, and paid relationship where an individual provides labor or services to an organization in exchange for compensation, such as salaries, wages, and benefits. **Human resource development:** Human Resource Development (HRD) in Human Resource Management (HRM) is a strategic, continuous process focused on improving employee abilities, knowledge, and competencies to enhance organizational performance. It encompasses training, career development, and organizational development to ensure employees can perform current roles and adapt to future challenges. **Human relations:** Human Relations Development (HRD) in Human Resource Management refers to the strategic process of enhancing employee skills, knowledge, competencies, and attitudes to improve individual and organizational performance. It focuses on fostering positive interpersonal relationships, motivation, and, in many cases, employee well-being, which leads to increased productivity and a better organizational culture. **Compensation :** in HRM is the total package of monetary (salaries, bonuses) and non-monetary (benefits, perks, recognition) rewards employees receive for their work, designed to attract, retain, and motivate talent while aligning with business goals, ensuring fairness (internal/external equity), and complying with laws. It involves direct pay (wages/salaries) and indirect pay (insurance, retirement, PTO), crucial for employee satisfaction and overall organizational success. A Human Resource Management System (HRMS) is a software suite that automates and manages core HR processes throughout the employee lifecycle—from recruitment to retirement. It acts as a centralized digital platform for payroll, time tracking, benefits administration, and performance management, improving efficiency, reducing manual errors, and enhancing compliance.

## Key Components and Functions of an HRM System

- **Recruitment & On boarding:** Streamlines applicant tracking, hiring, and new-hire paperwork.
- **Employee Data Management:** Centralizes personal, job, and salary information for easy access.
- **Payroll & Compensation:** Automates salary calculations, tax deductions, and payment processing.
- **Time & Attendance:** Tracks working hours, leaves, and PTO (Paid Time Off).
- **Performance & Development:** Manages performance reviews, goal setting, and employee training.
- **Compliance & Reporting:** Ensures adherence to labor laws and provides HR analytics for better decision-making.

## Benefits of Using an HRM System

- **Efficiency:** Reduces time spent on administrative tasks, allowing HR to focus on strategic goals.
- **Data Accuracy:** Minimizes manual errors in payroll and data management.
- **Employee Self-Service:** Enables employees to view personal files, request time off, and access documents.
- **Better Insights:** Provides HR analytics to understand workforce trends and improve engagement.

Recent Human Resource Management (HRM) practices focus on integrating Artificial Intelligence (AI) for automation, fostering hybrid work models, and prioritizing employee experience through personalized development. Key trends for 2025–2026 include skills-based hiring, data-driven performance management, and promoting diversity, equity, and inclusion (DEI) to improve retention and productivity.

## Key Recent HRM Practices:

- **AI and Automation:** Utilizing AI for recruitment, onboarding, and administrative tasks, such as automating preboarding with AI tools.
- **Hybrid & Remote Work Management:** Developing supportive policies for remote work and managing return-to-office (RTO) strategies that focus on outcomes rather than physical presence.
- **Skills-Based Hiring:** Shifting away from rigid degree requirements to a model that prioritizes specific skills and competencies for workforce planning.
- **Employee Experience & Wellness:** Creating a positive work environment, focusing on mental health, and providing personalized learning and development opportunities to retain top talent.
- **Data-Driven HR:** Using analytics and tools like Workday or Darwin box to track engagement and inform strategic decisions.
- **Gasification and Recognition:** Implementing gamified training and integrated employee recognition programs to enhance engagement.
- **DEI Initiatives:** Actively fostering diversity and inclusion to create more innovative, effective, and inclusive workplaces.

Recent Human Resource Management (HRM) practices in 2025–2026 are heavily focused on integrating artificial intelligence (AI) for automation, cultivating hybrid work models, and prioritizing employee well-being and experience. Key trends include using AI for talent acquisition, personalized employee development, upskilling for the future of work, and fostering diversity, equity, and inclusion (DEI) to enhance retention.



## Key Recent HRM Practices

- **AI and Automation in HR:** AI tools are used for resume screening, on boarding, and answering employee queries through chat bots, enabling HR to focus on strategy.
- **Hybrid and Remote Work Models:** Companies are refining policies to support flexible work arrangements, ensuring productivity, and maintaining company culture in a distributed environment.
- **Employee Well-being and Mental Health:** A Holistic focus on employee wellness, including mental health, is now a priority for attraction and retention.
- **Up skilling and Continuous Learning:** Organizations are focusing on reskilling and up skilling employees to keep pace with technological changes.
- **Data-Driven HR (People Analytics):** Using data to predict employee turnover, measure performance, and guide talent decisions.
- **Skills-Based Hiring and Internal Mobility:** Moving away from traditional job titles to focus on capabilities, enabling internal mobility and flexible team structures.
- **Enhanced Diversity, Equity, and Inclusion (DEI):** Implementing robust DEI initiatives and training to build an inclusive culture and enhance innovation.
- **Focus on Employee Experience (EX):** Creating a positive, personalized journey for employees from on boarding to off boarding.

## Innovations to Watch

- **Gamification:** Used for training and boosting employee engagement.
  - **Digital On boarding:** Utilizing mobile-first, seamless processes for new hires.
  - **Virtual Reality (VR) Training:** Simulating real-world scenarios for customer service and safety.
- Human Resource Management in 2026-2027 is shifting toward **agnatic AI integration, skills-based talent models, and hyper-personalized employee experiences** to navigate persistent labour shortages. Key practices focus on operational zing AI for HR tasks, utilizing internal talent marketplaces for mobility, and managing a "global" (global-local) workforce.

## Top Human Resource Management Practices (2026-2027):

- **Agnatic AI Adoption:** HR is moving beyond basic automation to agnatic AI—autonomous systems that can analyze data, predict trends, and manage complex, multi-step tasks like talent acquisition and performance management.
  - **Skills-Based Hiring & Mobility:** Organizations are abandoning traditional job-title-based hiring in favour of mapping specific skills, with predictions that 65% of Fortune 500 companies will adopt this by 2026.
  - **Hyper-Personalized Employee Experience:** Using AI to tailor career paths, learning opportunities, and wellness programs to individual employee needs, increasing engagement and retention.
  - **Strategic HR & Data-Driven Decision Making:** HR leaders (CHROs) are acting as core enterprise change leaders, using predictive analytics to drive business strategy, rather than just managing administrative processes.
  - **"Global" Hybrid Work Models:** Managing dispersed teams through flexible, compliant, and technology-enabled frameworks, using Employers of Record (EOR) to access global talent while balancing return-to-office mandates.
  - **Employee Well-being 3.0 & Cultural Cohesion:** A deeper focus on holistic well-being (mental, physical, financial) and creating a unified culture in hybrid/remote environments.
  - **Ethical AI and Data Privacy:** Ensuring AI usage in recruitment and management is transparent, unbiased, and compliant with evolving regulations.
- These trends indicate a shift from just managing human resources to optimizing "human intelligence" through technological partnership.

## Conclusion

Human Resource Management (HRM) is a critical, strategic function that aligns employee performance with organizational goals to ensure sustainable growth. By managing recruitment, training, and employee well-being, HRM increases productivity and fosters a high-performance, inclusive culture. It acts as a bridge between management and employees, utilizing technology and data analytics to optimize talent, ensure compliance, and drive overall business success.

Modern HRM goes beyond administrative tasks to align workforce strategies directly with business goals. Effective HRM improves employee productivity, motivation, and loyalty through training, development, and compensation. The field has evolved to incorporate digital tools and AI to manage remote work and foster inclusive work environments. It remains responsible for essential functions like talent acquisition, legal compliance, and fostering positive employee relations. By focusing on employee well-being and engagement, HRM ensures that the workforce remains the organization's most valuable, productive asset.



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In conclusion, HRM is not just a support function but a fundamental driver of competitive advantage and long-term organizational success.

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## Original Article

### Strategic Reconfiguration of Digital Marketing: Addressing Ethical, Privacy, and Regulatory Challenges in the Era of Data Autonomy

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*The digital marketing world is going through a major change. Earlier, companies freely collected and used customer data, but now the focus is shifting toward protecting privacy, following strict rules, and using data responsibly. This change is happening because governments around the world are introducing stronger data protection laws, such as India's Digital Personal Data Protection (DPDP) Act, along with similar regulations in Europe and the United States. As businesses move into 2026 and 2027, digital transformation is not just about using new technology. It also involves understanding legal requirements, studying consumer behavior, and using data analytics in a responsible way. Because of this, there is a growing need for research that combines knowledge from law, marketing, psychology, and technology. Companies now have to redesign their marketing strategies to focus on customer consent, data security, and transparency. They must clearly show customers how their data is being used and build trust through ethical practices. This study looks at these new privacy-focused approaches, explains how analytics can be used responsibly for personalization, and highlights the importance of collaboration between industry and academic institutions to create a sustainable digital environment.*

**Keywords:** Digital Marketing, Data Autonomy, Data Privacy, Ethical Marketing, Digital Personal Data Protection Act, General Data Protection Regulation, Privacy-Enhancing Technologies (PETs), Artificial Intelligence Governance, Zero-Party Data, Consumer Trust, Privacy-by-Design, Regulatory Compliance, Digital Trust, Industry–Academia Collaboration.

#### Introduction:

The rapid expansion of digital technologies has fundamentally transformed the way businesses communicate, engage, and build relationships with consumers. Digital marketing, once driven primarily by data collection and algorithmic targeting, is now entering a new phase shaped by increasing concerns over data privacy, ethical responsibility, and regulatory compliance. Organizations are no longer evaluated solely on their ability to leverage consumer data for competitive advantage; they are now expected to demonstrate transparency, accountability, and respect for individual data rights. This shift has been triggered by a global movement toward stronger data governance frameworks and rising public awareness about how personal information is collected, processed, and monetized. Consumers today demand greater control over their data, clearer consent mechanisms, and assurance that organizations use their information responsibly. As a result, businesses must transition from traditional data-intensive marketing models to privacy-centric strategies that balance personalization with protection. The concept of **data autonomy**—where individuals have greater ownership and decision-making power over their personal information—has emerged as a defining feature of this new digital environment. This development challenges marketers to redesign their strategies, technologies, and analytics systems to ensure ethical data use while still delivering meaningful customer experiences.

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The emphasis is shifting from surveillance-based marketing toward trust-based engagement, where value exchange, transparency, and responsible innovation become central to brand sustainability. In this evolving context, digital marketing is no longer an isolated business function but an interdisciplinary domain intersecting with law, technology, behavioral science, and data analytics. Addressing ethical, privacy, and regulatory challenges requires collaboration between academia and industry to develop frameworks, tools, and policies that enable both innovation and compliance. This research therefore examines how digital marketing is being strategically reconfigured to adapt to the era of data autonomy, highlighting emerging practices, analytical transformations, and the need for integrated knowledge systems to support a resilient and responsible digital economy.

## Research Objectives

1. **To review existing literature, reports, and case studies** to understand the shift from data-heavy digital marketing to privacy-focused and ethical practices.
2. **To study the impact of data protection laws and regulations** on digital marketing strategies using secondary sources like policy documents and research papers.
3. **To examine how technologies such as AI, analytics, and privacy tools** help businesses personalize marketing responsibly while following the rules.
4. **To combine findings from academic studies and industry reports** to identify trends, best practices, and strategies for ethical and responsible digital marketing.

## Research design

### 1. Research Approach

This study adopts a **descriptive and analytical research approach**. It focuses on systematically reviewing and synthesizing **secondary data** to explore how digital marketing strategies are evolving in response to privacy regulations, ethical considerations, technological innovations, and industry-academia collaborations.

### 2. Research Type

- ❖ **Secondary Research (Desk Research):** The study relies entirely on existing literature, reports, policy documents, case studies, and published datasets rather than primary data collection.
- ❖ **Qualitative Analysis:** Content and thematic analysis are used to interpret regulatory frameworks, ethical practices, and strategic innovations in digital marketing.
- ❖ **Quantitative Insights (where available):** Reports and case studies providing numerical evidence (e.g., adoption rates of PETs, reductions in data exposure risks, engagement metrics, AI deployment statistics) are summarized to provide empirical support for qualitative findings.

## Data Sources

The study draws on multiple secondary sources:

- ❖ **Academic Journals:** Research on digital marketing, ethics, privacy, AI, and consumer psychology.
- ❖ **Industry Reports:** Insights from consulting firms (e.g., McKinsey, Deloitte, PwC) on digital transformation and privacy adoption.
- ❖ **Policy and Regulatory Documents:** DPDP Act and Rules (India), GDPR (EU), COPPA & ADPPA (US), and other global privacy regulations.
- ❖ **Case Studies:** Examples of industry adoption of PETs, zero-party data strategies, AI governance frameworks, and industry-academia collaborations.
- ❖ **Technical and White Papers:** Publications on PETs, federated learning, homomorphic encryption, synthetic data, and AI governance.

## Methods of Data Analysis

- ❖ **Thematic Analysis:** Identify and categorize key themes such as privacy-centric marketing, AI ethics, zero-party data

## Global Regulatory Dynamics and the Architecture of Compliance

The global regulatory environment for digital marketing has evolved from a set of separate guidelines to a comprehensive, rights-based framework. Data protection laws today often have extraterritorial reach and impose heavy penalties for non-compliance. This forces multinational companies to harmonize their data practices across multiple jurisdictions, ensuring consistent adherence to privacy standards

## Operational Impact of India's Digital Personal Data Protection (DPDP) Framework

India's notification of the DPDP Rules in November 2025 represents a major step in the country's technology governance. The rules provide clear guidelines for the collection, use, and storage of personal data. For marketing teams, this means redesigning data flows, consent screens, and lead generation processes so that only the data strictly necessary for a defined purpose is collected.

The DPDP Rules are being implemented in phases to help businesses adapt while maintaining strong user protections. The rollout is structured to prevent operational bottlenecks, starting with foundational obligations and culminating in full compliance with notices, cross-border transfers, and automated rights management



Compliance Phase	Activation Date	Key Operational Requirements	Impact on Marketing Systems
Phase 1: Foundational	13Nov 2025	Establishment of the Data Protection Board of India (DPBI); activation of core definitions and breach reporting mandates	Conduct initial gap assessments; appoint Data Protection Officers (DPOs); map baseline data
Phase 2: Intermediary	12Nov 2026	Registration and oversight of Consent Managers; technical standards for consent artifacts become operational	Redesign consent flows; integrate interoperable consent management platforms; audit third-party APIs
Phase 3: Full Compliance	12May 2027	Enforcement of notice requirements, multilingual support, data retention/erasure workflows, and cross-border transfer safeguards	Deploy automated rights management; implement data retention engines; finalize Data Protection Impact Assessments (DPIAs)

Businesses must move from simply following policy intentions to embedding privacy into the core of their digital products. This includes designing contextual notice systems that provide clear information at the point of data collection, rather than hiding important terms in long terms-of-service documents.

Significant Data Fiduciaries, which process large volumes of sensitive data, face even stricter obligations, such as annual independent audits and the requirement to appoint a DPO based in India.

### Global Regulatory Convergence and Divergence

While India is building its domestic framework through the DPDP Rules, the global data privacy landscape is evolving rapidly. Countries such as China, Singapore, and South Africa are expanding GDPR-inspired regulations, while the United States currently has a fragmented, state-level approach due to the absence of a unified federal privacy law. However, the proposed American Data Privacy Protection Act (ADPPA) aims to establish a federal standard in the near future. Other updates include the U.S. Privacy Act Modernization Act (2025) and amendments to the Children’s Online Privacy Protection Act (COPPA), which strengthen requirements for collecting data from minors under 13.

The extraterritorial nature of these laws creates challenges for global digital platforms. Companies must navigate conflicting mandates, such as India’s three-hour takedown rule for unlawful content and the EU’s Digital Services Act (DSA). Additionally, new cross-border data sharing rules, like the U.S. Department of Justice Executive Order 14117, place strict limits on transferring sensitive data to “adversarial” foreign entities, pushing organizations toward stricter enforcement of data sovereignty

### Ethical Dimensions and Consumer Psychology in Digital Marketing

The shift toward a privacy-first digital marketing ecosystem is driven not only by regulations but also by consumer expectations. Ethical marketing has become a strategic necessity to build long-term trust and brand loyalty, rather than just a corporate social responsibility initiative.

#### The Personalization-Privacy Paradox

Modern digital marketing relies heavily on data-driven personalization to enhance engagement. However, this dependence on personal data has raised concerns over privacy, misuse, and “algorithmic surveillance.” This creates the **personalization-privacy paradox**: consumers want personalized experiences but remain skeptical of how their data is used. Research shows that while transparency increases credibility, overly invasive personalization can trigger distrust, often described as the “creepiness factor.”

Consumer psychology research highlights that trust and distrust are distinct. When consumers feel their autonomy is compromised or their data is used without clear consent, trust erodes, leading to abandoned purchases and reduced engagement. Businesses must therefore adopt a **consumer-centric approach**, prioritizing transparency and delivering genuine value beyond simple transactions.

#### Ethical Storytelling and Brand Authenticity

Ethical marketing today includes transparent data practices as well as promoting diversity, inclusion, and social responsibility. Emotional storytelling—focusing on issues like environmental protection or ethical labor—can drive loyalty when aligned with consumer values. However, emotional appeals without verifiable action risk increasing skepticism.

Sustainable digital marketing is increasingly seen as a tool for **ethical consumerism**, but inconsistencies remain between stated values and actual purchase behavior, which often still favors price or convenience. To bridge this gap, brands are encouraged to adopt the **Service-Dominant (S-D) logic** framework. This interdisciplinary approach emphasizes value co-creation, resource integration, and stakeholder inclusivity, ensuring that marketing ethics remain consumer-focused and that technology is used fairly and transparently.

### Privacy-Enhancing Technologies (PETs) in Digital Advertising

Privacy-Enhancing Technologies (PETs) have evolved from niche academic concepts to essential tools in enterprise data strategy. They allow organizations to process and analyze sensitive data responsibly, using cryptographic and

statistical methods that prevent the exposure of individual-level information while still enabling insights for marketing and analytics

Technology	Technical Mechanism	Strategic Marketing Benefit
<b>Differential Privacy</b>	Adds “noise” (random data points) to datasets to prevent re-identification of individuals	Supports aggregate audience modeling and measurement without compromising personal identities; prevents data memorization in AI models
<b>Federated Learning</b>	Trains AI models on distributed devices (e.g., smartphones) without centralizing raw data	Enhances predictive features and on-device personalization while keeping personal data local
<b>Multi-Party Computation (MPC)</b>	Multiple parties jointly compute a function without revealing their individual inputs	Enables secure collaboration between retailers and media owners for campaign attribution, such as calculating Return on Ad Spend
<b>Homomorphic Encryption</b>	Performs computations on encrypted data without decrypting it	Allows secure cloud computing and collaborative research in sensitive fields (finance, healthcare) without exposing raw data
<b>Zero-Knowledge Proofs (ZKP)</b>	Proves a statement is true without revealing additional information	Enhances user control by enabling selective disclosure (e.g., verifying age without sharing birthdate)

### Strategic Implications for Marketing

The adoption of PETs is increasingly viewed as a **strategic advantage** rather than just a compliance requirement. Large organizations are expected to integrate at least one PET solution into their systems by the end of 2025. Early adopters have reported up to a **30% reduction in data exposure risks** during collaborative analytics.

However, operational challenges remain. Marketing teams often lack specialized training, making it difficult to deploy and manage these complex technologies effectively. Overcoming these barriers requires investment in **capacity-building, skill development, and interdisciplinary collaboration** between IT, legal, and marketing functions

### The Rise of Zero-Party Data and Decoupled Measurement

With the deprecation of third-party cookies, digital marketers are shifting toward **first-party data** (collected directly from customer interactions) and, more importantly, **zero-party data**—information that consumers voluntarily share about their preferences, interests, and purchase intentions. This data is highly valuable because it comes with explicit consent and enables **hyper-personalized marketing** without intrusive tracking.

To manage this transition, brands are investing in **Customer Data Platforms (CDPs)** and **privacy-preserving “clean rooms”**, where data from multiple sources can be securely joined and analyzed. Measurement strategies are also evolving, moving away from tracking individuals deterministically toward **probabilistic and aggregated approaches**, such as **Marketing Mix Modeling (MMM)**, which assesses campaign performance without relying on personal identifiers. **The Role of Analytics and Artificial Intelligence in Ethical Marketing** Artificial Intelligence (AI) has become a **strategic partner in marketing**, enabling sentiment analysis, predictive analytics, and real-time content optimization. However, combining AI with privacy compliance introduces new risks, requiring marketers to balance personalization with ethical and legal responsibilities. **AI Governance and Responsible Intelligence** Generative AI tools pose challenges in data minimization, model transparency, and bias. To maintain consumer trust, AI-driven campaigns must avoid exploiting personal data or producing discriminatory outcomes. India’s AI governance framework, supported by the **India AI Mission**, emphasizes **Safe and Trusted AI**, focusing on accountability and ethical deployment.

### Key AI applications in ethical marketing include:

- ✧ **Synthetic Data Generation:** Producing artificial data for AI training that preserves statistical patterns while removing personal identifiers.
- ✧ **Responsible Use of Large Language Models (LLMs):** Preventing data memorization and inference attacks through privacy-aware protocols.
- ✧ **Human-AI Collaboration:** Combining AI automation with human oversight to ensure sensitivity, fairness, and accountability.

### Analytics for Enhanced User Trust

Analytics tools are increasingly designed to **support transparency**, not just performance. Techniques such as **Trust Indicators** and **Safety Measures** inform customers how AI is used in their interactions. By clearly communicating the value customers receive in exchange for their data, companies are able to craft **personalized experiences that feel natural, ethical, and trustworthy**, avoiding the perception of manipulation.

Industry–Academia Linkages: Bridging the Implementation Gap



The complex challenges of modern digital marketing, data privacy, and AI ethics require close collaboration between **academic researchers** and **industry practitioners**. These partnerships are crucial for developing **regulatory sandboxes**, setting ethical standards, and training the next generation of privacy-aware professionals.

### Models for Collaborative Innovation

University-industry collaboration is recognized as a key driver of innovation through knowledge exchange, moving beyond simple technology transfer toward **co-creation of scientific insights** via long-term research. Several models facilitate such collaboration:

- ❖ **Regulatory Sandboxes:** Controlled environments where fintech and digital businesses can test new products under regulatory supervision, reducing risk while promoting innovation.
- ❖ **Joint Research Labs:** Facilities combining academic expertise in STEM with industrial resources to tackle challenges such as AI ethics, digital transformation, and privacy-enhancing technologies.
- ❖ **Industrial PhD Programs:** Programs like France’s Cifre initiative, which fund doctoral students working jointly with industry and academia to ensure research is both rigorous and practically relevant.
- ❖ **Digital Intermediary Platforms:** Online hubs that facilitate knowledge exchange, matchmaking, and codification of tacit knowledge between universities and companies.

In India, platforms such as the **CII Global Summit on Industry-Academia Partnerships (IAP) 2025** showcase collaboration in areas like AI, robotics, and autonomous systems. Institutions such as **IIM Bangalore** and various **IITs** play an active role, emphasizing that industry–academia linkages are essential for technological advancement and ethical digital innovation.

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### Case Studies in Regulatory and Ethical Innovation

Initiative	Context/Region	Primary Objective	Key Outcome/Observation
<b>RBI Regulatory Sandbox</b>	India (2019–2025)	Test fintech innovations like digital payments and blockchain under oversight	Accelerates product-market validation, lowers entry barriers for startups, and preserves financial stability
<b>CeRAI (IIT Madras)</b>	India (2025)	Promote reliable, responsible, and trustworthy AI	Hosted the "Conclave on Safe and Trusted AI" during the India AI Impact Summit
<b>ICO Sandbox</b>	United Kingdom (2021–2025)	Ensure safe processing of children’s data	Influenced development of the “best interests of the child” framework for online safety
<b>Data Privacy Lab (CEGA, Berkeley)</b>	Global	Design and evaluate PET solutions for humanitarian programs	Focuses on real-world impact, offering technical assistance for system integration in low- and middle-income countries
<b>Sustainable Development Goals Online (Taylor &amp; Francis)</b>	Global	Support UN sustainability initiatives	Provides a curated digital library bridging academic rigor with practical solutions



These examples demonstrate that **industry-academia collaboration** can accelerate innovation, ensure ethical implementation, and bridge the gap between theory and practice in digital marketing, AI, and privacy technologies

## Combating Ad Fraud and Ensuring Transparency

The digital advertising ecosystem has long suffered from fraudulent activities such as "ad stacking" and bot-driven clicks.<sup>54</sup> Blockchain's decentralized nature ensures that all ad interactions are recorded and validated, ensuring that advertisers pay only for verified human engagements.<sup>53</sup> This level of verification allows brands to track campaign performance with absolute confidence, reducing financial waste and optimizing overall ROI.<sup>53</sup>

Decentralized advertising networks are expected to become more mainstream by the end of 2026, offering consumers the option to opt into advertisements in exchange for rewards like tokens, thereby creating a more mutually beneficial digital experience.<sup>54</sup>

## Synthesis of Emerging Research Themes and Future Outlook

The convergence of evolving regulations, consumer psychological shifts, and innovative technologies suggests several critical areas for future research in digital marketing ethics and privacy.

### The Role of Regulatory Sandboxes in Policy Development

Future research should examine the efficacy of regulatory sandboxes in bridging "legal lags"—the gap between rapid technological innovation and slow regulatory adaptation.<sup>56</sup> Studies could analyze how insights from pilot experiments in sandboxes influence the refinement of national and international data protection laws.<sup>45</sup>

### Psychological Thresholds of Personalization

There is a significant need for research that operationalizes and measures privacy concerns across different cultural and geographic boundaries.<sup>17</sup> Research topics could include:

- ✧ The influence of "Theory of Mind" capabilities in AI on consumer response to product recommendations.
- ✧ The interplay between cognitive and affective considerations in consumer privacy decisions.
- ✧ The impact of "Right to be forgotten" interpretations on brand relationships across diverse cultural contexts.

### The Technical-Ethical Intersection of AI

As AI systems become more autonomous, research must focus on the "ethical imperatives and design principles" needed to ensure these tools serve consumers fairly and with empathy.<sup>26</sup> this includes:

- ✧ Strategies for avoiding algorithmic bias in hyper-personalized campaigns.<sup>26</sup>
- ✧ Frameworks for the responsible use of pervasive data in large-scale R&D.<sup>59</sup>
- ✧ The development of "Research Passports" to standardize vetting processes for data-driven academic research.<sup>59</sup>

## Conclusion:

### Strategic Recommendations for Digital Marketing Professionals

The era of digital marketing driven by intrusive surveillance is concluding, replaced by a new paradigm of "digital trust" built on transparency, accountability, and the technical preservation of privacy. For marketing professionals, business owners, and researchers, the following strategic recommendations are vital for navigating the landscape of 2026 and 2027:

- ✧ **Prioritize Privacy-by-Design:** Integrate privacy measures into the earliest developmental stages of any marketing technology or campaign.<sup>13</sup> this is no longer just a compliance requirement but a strategic necessity to build stronger relationships with consumers.
- ✧ **Adopt a Phased Compliance Mindset:** For organizations operating in India or with Indian users, following the DPDP roadmap—starting with data mapping and appointing a DPO—is essential to avoid penalties and future-proof operations.
- ✧ **Invest in PETs and Synthetic Data:** Moving beyond transactional relationships requires analyzing data without exposing individuals. PETs like Differential Privacy and Federated Learning provide the tools to balance innovation with responsibility.
- ✧ **Master the Zero-Party Data Exchange:** Focus on building direct interactions and providing a clear value exchange to encourage consumers to willingly share their preferences.
- ✧ **Foster Human-Centric AI Governance:** Maintain human oversight of AI systems and ensure that automated decisions are transparent and explainable to the end-user.
- ✧ **Leverage Industry-Academia Partnerships:** Participate in knowledge-sharing initiatives, regulatory sandboxes, and collaborative research to stay ahead of the curve in an increasingly complex digital world.

In conclusion, the successful digital brands of 2026 and beyond will be those that view data privacy as a strategical differentiator and a pillar of their corporate identity.<sup>1</sup> By embracing ethics and empathy as core components of their marketing strategy, organizations can not only comply with evolving regulations but also unlock new opportunities in a privacy-conscious digital economy.<sup>11</sup>

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