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Mohan Nagar, Ghaziabad

Vol. 1 No. 1 January-December 2025 ISSN:

JOURNAL OF GLOBAL BUSINESS & MANAGEMENT RESEARCH

A Peer-Reviewed Journal

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Contact Us
Editor-in-Chief: Dr Ajay Kumar, Director, I.T.S School of Management
The Journal of Global Business & Management Research
I.T.S School of Management
G.T. Road, Mohan Nagar, Ghaziabad-201 007 (U.P.), INDIA
Mobile No : 9811610356
E-mail: itssom.jgbmr@its.edu.in, ajaykumar@its.edu.in

Journal of Global Business & Management Research
I.T.S School of Management
Annual Peer Reviewed Journal
Volume 1 Issue 1

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EDITORIAL

It is with great pleasure and a deep sense of responsibility that I introduce the inaugural issue of the Journal of Global Business & Management Research (JGBMR). This milestone marks the beginning of an intellectual journey aimed at fostering excellence in research and advancing the frontiers of knowledge in business and management studies. At a time when industries worldwide are experiencing unprecedented disruptions, and organizations are continuously adapting to new challenges, the need for scholarly discourse and research-driven insights has never been more crucial.

The JGBMR is envisioned as a platform that brings together researchers, academicians, industry practitioners, and policymakers to share their knowledge, experiences, and findings in various aspects of business management. This journal aspires to be a beacon of innovation, offering original research, case studies, conceptual papers, and reviews that contribute to a deeper understanding of global business dynamics. Our mission is to bridge the gap between academic research and real-world business applications by encouraging high-quality, impactful contributions that address contemporary challenges and future opportunities.

This first issue presents a rich collection of scholarly works covering a wide array of topics, including artificial intelligence in decision-making, the role of sustainability in shaping global business strategies, leadership in the digital economy, financial innovations driving economic growth, and emerging trends in human resource management. These contributions reflect the dedication and intellectual rigor of scholars who are committed to pushing the boundaries of business and management research.

I take this opportunity to express my sincere gratitude to the distinguished members of the editorial board, our panel of esteemed reviewers, and the contributing authors. Their commitment to upholding academic integrity and ensuring high-quality research publication has been instrumental in bringing this journal to life. Their efforts reinforce our belief that collaboration and scholarly engagement are key to driving meaningful advancements in the field.

As JGBMR embarks on this journey, we invite researchers from across the globe to contribute their insights, engage in scholarly debates, and take part in shaping the future of business and management research. We are committed to maintaining a high standard of academic excellence and ensuring that this journal becomes a valuable resource for both scholars and practitioners alike.

I encourage you to explore this issue, reflect on the research presented, and consider how these insights can be applied in both academic and practical contexts. The knowledge shared here is not just for intellectual enrichment but also for driving change, inspiring innovation, and shaping the future of business practices globally.

With this inaugural issue, we take our first step toward establishing JGBMR as a reputed and influential academic journal. I look forward to the continued contributions of scholars and practitioners, and I am confident that this journal will serve as a significant forum for meaningful academic discourse in the years to come.

Message from Dr. Ajay Kumar,
Editor-in-Chief
Journal of Global Business & Management Research
Vol. 1, Issue 1

ETHICAL MARKETING AND ADVERTISING: AVOIDING DECEPTION AND MANIPULATION IN MARKETING STRATEGIES

Prof. (Dr.) Ashutosh Bajpai* *Professor, Faculty of Business and Commerce, Department of Management, Chandigarh University, Unnao, Uttar Pradesh*

Email : dr.bajpai@yahoo.com

Asst. Prof. (Dr). Mohammad Imtiaz**

Jahangirabad Institute of Engineering & Technology, Barabanki

Asst. Prof. Fahad Bin Zahid***

Jahangirabad Institute of Engineering & Technology, Barabanki

Abstract:

This research paper delves into the crucial topic of ethical marketing and advertising, emphasizing the importance of avoiding deception and manipulation in marketing strategies. In today's hyper-connected and consumer-conscious world, businesses face increasing scrutiny regarding their marketing practices. Consumers demand transparency, honesty, and authenticity from the brands they engage with. Therefore, it becomes imperative for marketers to adopt ethical principles in their strategies to build trust and long-term relationships with customers. This paper explores various aspects of ethical marketing, including the definition of ethical marketing, the significance of honesty and transparency, common deceptive practices in advertising, the impact of unethical marketing on consumers and society, regulatory frameworks governing marketing ethics, and strategies for promoting ethical marketing practices. By examining case studies and scholarly literature, this paper provides insights and recommendations for marketers to develop ethical marketing strategies that prioritize integrity and responsibility while achieving business objectives.

Keywords: *Ethical marketing, advertising ethics, deception, manipulation, transparency, honesty, consumer trust.*

Introduction:

In today's competitive business landscape, where brands vie for consumer attention in an increasingly cluttered marketplace, the ethics of marketing and advertising have become more critical than ever before. The era of mass media and digital technology has empowered consumers with unprecedented access to information, enabling them to scrutinize and evaluate the practices of companies more closely. As a result, the demand for transparency, honesty, and authenticity in marketing communications has intensified, leading businesses to reassess their approach to advertising and promotion.

The purpose of this research paper is to delve into the multifaceted realm of ethical marketing and advertising, with a specific focus on avoiding deception and manipulation in marketing strategies. Ethical marketing goes beyond mere compliance with legal regulations; it involves a commitment to moral principles and values that prioritize the well-being of consumers and society as a whole. By adhering to ethical standards, businesses can cultivate trust, enhance brand reputation, and foster long-term relationships with customers.

This paper will begin by defining ethical marketing and highlighting its significance in contemporary business practices. It will explore the core principles that underpin ethical marketing, emphasizing the importance of honesty, transparency, and respect for consumer autonomy. Subsequently, it will delve into the various forms of deception and manipulation that can occur in advertising, ranging from misleading claims to subliminal messaging.

Furthermore, this paper will examine the impact of unethical marketing practices on consumers and society, elucidating the psychological effects on individuals and the broader social consequences of deceptive advertising. It will also discuss the erosion of consumer trust and the long-term damage to brand reputation that can result from unethical marketing strategies.

Moreover, this paper will explore the regulatory frameworks and legal considerations that govern marketing ethics, including the role of government agencies such as the Federal Trade Commission (FTC) in enforcing guidelines and regulations. Additionally, it will highlight international standards for advertising ethics and examine case studies of legal action taken against companies for deceptive marketing practices.

In light of these challenges, this paper will propose strategies and recommendations for promoting ethical marketing practices within organizations. It will emphasize the importance of corporate social responsibility (CSR) initiatives, transparency and disclosure policies, and ethical decision-making processes in marketing.

Through the analysis of case studies and examples, this paper will illustrate both successful and unsuccessful instances of ethical marketing campaigns, providing valuable insights and lessons learned for marketers.

In conclusion, this research paper aims to contribute to the ongoing discourse on ethical marketing and advertising by providing a comprehensive overview of the subject matter and offering practical guidance for marketers seeking to navigate the complexities of the modern marketplace while upholding ethical principles and values. Ultimately, by fostering a culture of ethical conduct in marketing practices, businesses can build stronger relationships with consumers and contribute to a more sustainable and responsible future for the industry.

Literature Review

Unethical marketing practices have garnered significant attention due to their potential negative impact on consumers and society at large. This literature review aims to explore the various ways in which unethical marketing affects consumers and society, as well as the implications for businesses and regulatory frameworks.

Effects on Consumers:

Unethical marketing can have detrimental effects on consumers across multiple dimensions. Research indicates that deceptive advertising and misleading marketing tactics can lead to consumer confusion, dissatisfaction, and distrust (Smith &Laczniak, 1991). Consumers may experience cognitive dissonance when their expectations are not met, resulting in negative post-purchase behaviors such as product returns or complaints (Wang & Sun, 2012). Moreover, vulnerable populations such as children and the elderly are particularly susceptible to exploitative marketing practices, which can lead to financial harm and emotional distress (Hawkins et al., 2018).

Social and Psychological Impact:

In addition to economic consequences, unethical marketing can have significant social and psychological implications for individuals and society. Studies have shown that exposure to advertisements that promote unrealistic body standards or perpetuate harmful stereotypes can contribute to low self-esteem, body spitting image problems, and mental health problems, particularly among young people (Grabe et al., 2008). Furthermore, unethical marketing practices that manipulate emotions or exploit fear can undermine societal trust and contribute to a culture of cynicism and skepticism (Hastings et al., 2004).

Economic Consequences:

Unethical marketing trends can also have broader economic consequences for society. Research suggests that deceptive advertising and fraudulent marketing schemes can distort market competition, leading to inefficient resource allocation and hindering economic growth (Lambert, 2016). Moreover, consumer harm resulting from unethical marketing can impose significant financial burdens on individuals and society, including healthcare costs associated with the consumption of harmful products or services (Kotler & Armstrong, 2016).

The ethical dimension in marketing responsibility is trendy. This can affect all sectors/industries if the organizations need to complete their proper application (Manoj Kumar Kamila ,2023)

Regulatory Responses:

To address the negative impact of unethical marketing, regulatory frameworks and legal measures have been implemented to protect consumers and promote fair and transparent marketing practices. These include consumer protection laws, advertising standards and codes of conduct, data protection and privacy regulations, and industry-specific regulations governing marketing activities (Murray & Vogel, 1997). However, challenges remain in effectively enforcing these regulations and holding companies accountable for unethical behavior in the global marketplace (Morrison, 2017).

The study states that significantly in fostering long-term brand loyalty.(Dr Nandini Kulkarni,2024), in order to strengthen their relationships with clients, businesses should assess the ethics of promotion in order to make the most of trust-based activities

For fostering the culture of integrity, the company should adopt customer centric approach. CSR principles applications into management strategies creates an environment for ethical behavior and societal welfare. Ethical marketing is not an issue it is a strategic necessity for the Business. (Neelakantaswamy G.C et al2018)

Background and Significance:

The landscape of marketing and advertising has undergone profound transformations in recent decades, driven by technological advancements, globalization, and shifting consumer expectations. As traditional advertising channels have expanded to include digital platforms and social media, marketers face new challenges and opportunities in reaching their target audiences. Amidst this evolution, the ethical implications of marketing practices have come under increasing scrutiny, prompting businesses to reassess their approach to advertising and promotion.

Historically, marketing has been primarily focused on persuading consumers to purchase products or services, often through persuasive messaging and promotional tactics. However, this approach has sometimes led to the use of deceptive or manipulative techniques that undermine consumer trust and erode brand credibility. Examples of such practices include false advertising, exaggerated claims, hidden fees, and the manipulation of consumer emotions through subliminal messaging or fear-based appeals.

In response to these concerns, there has been a growing emphasis on ethical marketing – a philosophy that prioritizes transparency honesty, and respect for consumer autonomy. Ethical marketing goes beyond simply adhering to legal regulations; it involves a commitment to moral principles that guide decision-making and behavior in the marketing domain. Businesses may increase consumer trust, set themselves apart from rivals, and help create a more sustainable and socially conscious marketplace by implementing ethical marketing strategies. Businesses may increase consumer trust, set themselves apart from rivals, and help create a more sustainable and socially conscious marketplace by implementing ethical marketing strategies.

The significance of ethical marketing extends beyond individual companies to encompass broader societal implications. Unethical marketing practices can have detrimental effects on consumer welfare, public health, and social norms. For instance, misleading advertising can lead consumers to make uninformed purchasing decisions, resulting in financial harm or disappointment. Moreover, deceptive marketing campaigns can perpetuate harmful stereotypes, promote unrealistic body ideals, or exploit vulnerable populations.

Furthermore, unethical marketing practices can erode trust in institutions and undermine confidence in the market economy. When consumers perceive businesses as untrustworthy or dishonest, they may disengage from the marketplace altogether, leading to reduced consumer confidence and economic inefficiencies. Thus, ethical marketing is not only a matter of corporate responsibility but also a crucial factor in maintaining the integrity and stability of the market system.

In light of these considerations, addressing the ethical dimensions of marketing and advertising is important for businesses, customers, and society as a whole. By promoting transparency, honesty, and accountability in marketing practices, companies can build stronger relationships with consumers, enhance brand reputation, and contribute to the overall well-being of society. Moreover, ethical marketing can serve as a competitive advantage, attracting socially conscious consumers and fostering long-term loyalty and goodwill.

Against this backdrop, this research paper seeks to explore the complexities of ethical marketing and advertising, with a particular focus on avoiding deception and manipulation in marketing strategies. By examining the principles, challenges, and best practices of ethical marketing, this paper aims to provide insights and recommendations for marketers seeking to navigate the ethical dilemmas inherent in the modern marketplace. Ultimately, by promoting ethical conduct in marketing practices, businesses can not only achieve their commercial objectives but also contribute to a more ethical, sustainable, and socially responsible future for the industry.

Purpose of the Study:

The purpose of this research paper is multifaceted and encompasses several key objectives aimed at addressing the critical issue of ethical marketing and advertising, with a specific focus on avoiding deception and manipulation in marketing strategies. The primary purposes of the study are outlined as follows:

- To Define and Conceptualize Ethical Marketing:
  This research seeks to provide a comprehensive understanding of ethical marketing by defining its core principles, values, and objectives. By clarifying the concept of ethical marketing, the study aims to establish a foundation for exploring its significance and implications in contemporary business practices.

- To Highlight the Importance of Ethical Marketing:
  This paper aims to underscore the importance of ethical marketing in fostering trust, credibility, and long-term relationships with consumers. By examining the benefits of ethical marketing for businesses, consumers, and society, the study seeks to demonstrate the value proposition of ethical conduct in marketing practices.

- To Identify and Analyze Deceptive Practices in Advertising:

  One of the central objectives of this research is to explore the various forms of deception and manipulation that can occur in marketing and advertising. By examining real-world examples and case studies, the study aims to identify common deceptive practices and their impact on consumers and society.

- To Assess the Impact of Unethical Marketing on Consumers and Society:
  This paper seeks to evaluate the psychological, social, and economic consequences of unethical marketing practices on consumers and society. By examining the effects of deceptive advertising on consumer behavior, attitudes, and well-being, the study aims to

illustrate the broader implications of unethical marketing for public welfare and market integrity.

- To Examine Regulatory Frameworks and Legal Considerations:
  The study aims to analyze the existing regulatory frameworks and legal considerations governing marketing ethics, with a focus on the role of government agencies and international standards. By exploring case studies of legal action taken against companies for deceptive marketing practices, the research seeks to assess the effectiveness of regulatory interventions in promoting ethical conduct in marketing.
- To Propose Strategies for Promoting Ethical Marketing Practices:
  Finally, this paper aims to provide practical guidance and recommendations for marketers seeking to develop and implement ethical marketing strategies. By highlighting best practices, ethical decision-making frameworks, and corporate social responsibility initiatives, the study aims to empower marketers to navigate the ethical dilemmas inherent in the modern marketplace.

Overall, the purpose of this research paper is to contribute to the ongoing discourse on ethical marketing and advertising by providing a comprehensive analysis of the subject matter and offering actionable insights for promoting ethical conduct in marketing practices. Through its exploration of ethical principles, challenges, and strategies, the study seeks to advance our understanding of ethical marketing and its implications for businesses, consumers, and society.

Understanding Ethical Marketing:

Ethical marketing is a philosophy and approach to marketing that prioritizes honesty, transparency, and respect for consumer welfare and societal values. Unlike traditional marketing, which may focus solely on persuading consumers to purchase products or services, ethical marketing emphasizes the importance of conducting business in a morally responsible manner. It goes beyond mere compliance with legal regulations and industry standards; ethical marketing involves a commitment to ethical principles and values that guide decision-making and behavior in the marketing domain.

Key aspects of understanding ethical marketing include:

Definition of Ethical Marketing: Ethical marketing can be defined as the practice of marketing products or services in a manner that is honest, transparent, and socially responsible. It involves aligning marketing strategies with ethical principles such as fairness, integrity, and respect for consumer rights. Ethical marketing seeks to build trust and credibility with consumers by demonstrating a commitment to ethical conduct and values.

Principles of Ethical Marketing: Ethical marketing is guided by several core principles that inform its approach to business practices and consumer interactions. These principles may include:

- Honesty: Ethical marketers strive to communicate truthfully and accurately with consumers, avoiding deceptive or misleading claims.
- Transparency: Ethical marketers are transparent about their business practices, including pricing, product features, and potential risks or limitations.
- Respect for Consumer Autonomy: Ethical marketers respect the autonomy and decision-making authority of consumers, avoiding coercive or manipulative tactics.
- Social Responsibility: Ethical marketers consider the broader social, environmental, and ethical implications of their marketing activities, seeking to minimize harm and maximize positive impact.
- Fairness: Ethical marketers treat all stakeholders – including customers, employees, suppliers, and communities – fairly and equitably, avoiding exploitation or discrimination.

Importance of Ethical Marketing: Ethical marketing is increasingly important in today's business environment, where consumers are more informed, empowered, and socially conscious than ever before. Businesses that prioritize ethical marketing can differentiate themselves from competitors, build stronger relationships with consumers, and enhance brand reputation and loyalty. Moreover, ethical marketing contributes to a more sustainable and socially responsible marketplace, fostering trust, integrity, and long-term value creation.

Challenges and Considerations: While ethical marketing offers numerous benefits, it also presents challenges and considerations for businesses. Marketers must navigate complex ethical dilemmas and trade-offs, balancing the pursuit of commercial objectives with the need to uphold ethical principles and values. Moreover, the dynamic nature of the marketplace and evolving consumer expectations require constant vigilance and adaptation to ensure ethical marketing practices remain relevant and effective.

In summary, ethical marketing is a holistic approach to marketing that prioritizes integrity, transparency, and consumer welfare. By aligning marketing strategies with ethical principles and values, businesses can build trust, credibility, and long-term relationships with consumers while contributing to a more ethical and sustainable future for the industry.

Avoiding Deception in Advertising

Avoiding deception in advertising is crucial for maintaining trust with consumers and complying with legal regulations. Here are some strategies to ensure advertisements are truthful and transparent:

- Accurate Representation: Advertisements should accurately represent the product or service being advertised. Avoid exaggerations or misleading claims about the features, benefits, or performance of the product.
- Clear and Transparent Communication: Ensure that all information provided in the advertisement is clear and easily understandable. Avoid using ambiguous language or fine print to conceal important details.
- Substantiated Claims: Any claims made in the advertisement should be backed by evidence or data. Ensure that any statistics, testimonials, or endorsements used are truthful and verifiable.
- Avoiding False Comparisons: If making comparisons with competitors' products or services, ensure that the comparison is fair, accurate, and supported by evidence. Avoid making false or unsubstantiated claims about competitors.
- Full Disclosure of Limitations: If there are any limitations or conditions associated with the product or service being advertised, they should be clearly disclosed in the advertisement. This includes any additional costs, restrictions, or qualifications.
- Ethical Use of Persuasive Techniques: While it's acceptable to use persuasive techniques in advertising, avoid manipulating or exploiting consumers' emotions or vulnerabilities. Advertisements should respect consumers' autonomy and decision-making abilities.
- Compliance with Regulations: Familiarize yourself with relevant advertising laws and regulations in your jurisdiction, such as the Federal Trade Commission (FTC) guidelines in the United States. Ensure that your advertisements comply with these regulations to avoid legal consequences.
- Ethical Advertising Practices: Consider the broader ethical implications of your advertising strategies. Avoid promoting harmful products or perpetuating harmful stereotypes and ensure that your advertising contributes positively to society.
- Consumer Feedback and Redress: Provide channels for consumers to provide feedback or seek redress if they feel misled or deceived by an advertisement. Take consumer complaints seriously and address them promptly and transparently.
- Regular Review and Monitoring: Continuously monitor and review your advertising campaigns to ensure compliance with ethical standards and regulations. Be prepared to make adjustments or corrections if any issues or concerns arise.

By following these strategies, advertisers can help build trust with consumers and maintain integrity in their advertising practices.

Impact of Unethical Marketing on Consumers and Society

Unethical marketing can have significant negative impacts on both consumers and society as a whole. Some of these impacts include:

- Consumer Exploitation: Unethical marketing practices often involve exploiting consumers' vulnerabilities, such as targeting children with deceptive advertising or manipulating emotions to drive sales. This exploitation can lead to consumers making purchases they wouldn't otherwise make or paying more than they should for products or services.
- Health and Safety Risks: Unethical marketing may involve promoting products that are harmful to consumers' health or safety. For example, advertising unhealthy foods or beverages without disclosing their negative health effects can contribute to obesity and other health issues.
- Trust Erosion: When consumers are exposed to deceptive or misleading marketing tactics, it erodes their trust in companies and the advertising industry as a whole. This lack of trust can lead to a breakdown in relationships between consumers and businesses, making it more difficult for companies to succeed in the long term.
- Social Harm: Some unethical marketing practices can perpetuate harmful social norms or stereotypes. For example, advertising that objectifies women or promotes unrealistic body images can contribute to low self-esteem, eating disorders, and other negative societal impacts.
- Environmental Damage: Unethical marketing may encourage wasteful consumption or promote products that have a significant environmental impact. For example, advertising for products with excessive packaging or promoting disposable goods can contribute to environmental degradation and climate change.
- Legal and Regulatory Consequences: Companies that engage in unethical marketing practices may face legal action or regulatory penalties. This can damage their reputation, lead to financial losses, and undermine consumer confidence in their products or services.
- Economic Inefficiency: Unethical marketing practices can distort market dynamics by promoting inferior products or creating artificial demand through deceptive tactics. This can lead to inefficient resource allocation and hinder economic growth.

Overall, unethical marketing not only harms individual consumers but also undermines trust in the marketplace and contributes to broader societal problems. It is essential for businesses to prioritize ethical considerations in their marketing strategies to promote consumer welfare and contribute positively to society.

Regulatory Frameworks and Legal Considerations

Regulatory frameworks and legal considerations play a crucial role in addressing and preventing unethical marketing practices. Several laws and regulations are in place to protect consumers and ensure fair and transparent marketing practices. Here are some key regulatory frameworks and legal considerations related to marketing:

- Consumer Protection Laws: These laws aim to safeguard consumers from deceptive, unfair, or fraudulent marketing practices. They typically prohibit false advertising, bait-and-switch tactics, and other forms of consumer exploitation. Examples include the Federal Trade Commission (FTC) Act in the United States and the Consumer Rights Act in the United Kingdom.
- Advertising Standards and Codes of Conduct: Many countries have advertising standards authorities or industry self-regulatory organizations that establish codes of conduct for advertisers. These codes outline ethical guidelines and best practices for advertising content, ensuring that advertisements are truthful, accurate, and socially responsible.
- Data Protection and Privacy Regulations: With the proliferation of digital marketing, data protection and privacy regulations have become increasingly important. Laws such as the General Data Protection Regulation (GDPR) in the European Union and the California Consumer Privacy Act (CCPA) in the United States regulate the collection, use, and processing of consumer data for marketing purposes.
- Regulation of Specific Industries: Certain industries, such as pharmaceuticals, tobacco, and alcohol, are subject to specific regulations governing their marketing activities. These regulations often restrict the advertising of certain products to protect public health and safety.
- Intellectual Property Laws: Intellectual property laws, including trademarks, copyrights, and patents, protect companies' rights to their branding and creative assets. Unauthorized use of trademarks or copyrighted materials in marketing campaigns can lead to legal action for infringement.
- Antitrust and Competition Laws: Antitrust and competition laws are designed to promote fair competition and prevent monopolistic practices that harm consumers. They may prohibit deceptive advertising, price-fixing, and other anti-competitive behavior in marketing and sales activities.
- Ethical Guidelines and Industry Standards: In addition to legal requirements, businesses are often expected to adhere to ethical guidelines and industry standards in their marketing practices. These guidelines may be established by professional associations, trade groups, or international organizations to promote responsible marketing behavior.
- Enforcement Mechanisms: Regulatory agencies and enforcement bodies are responsible for monitoring compliance with marketing regulations and investigating complaints of unethical conduct. They have the authority to impose fines, issue cease-and-desist orders, and take legal action against violators of marketing laws.

Overall, regulatory frameworks and legal considerations provide important safeguards against unethical marketing practices, ensuring that businesses operate in a manner that protects consumers' rights and promotes fair competition in the marketplace. Adhering to these regulations not only helps businesses avoid legal consequences but also fosters trust and credibility with consumers.

Promoting Ethical Marketing Practices

Promoting ethical marketing practices is essential for building trust with consumers, fostering a positive brand reputation, and contributing to long-term business success. Here are some strategies for promoting ethical marketing practices:

- Establish Clear Ethical Guidelines: Develop and communicate clear ethical guidelines for marketing activities within your organization. These guidelines should outline principles such as honesty, transparency, respect for consumer privacy, and adherence to relevant laws and regulations.
- Provide Training and Education: Educate employees about ethical marketing principles and the importance of integrity in advertising and promotion. Offer training programs to help employees understand their ethical responsibilities and make ethical decisions in their marketing roles.
- Lead by Example: Demonstrate ethical behavior at all levels of the organization, from senior leadership to frontline staff. Leaders should embody ethical values in their actions and decisions, serving as role models for ethical conduct throughout the company.
- Integrate Ethics into Marketing Strategies: Incorporate ethical considerations into marketing strategies and campaigns from the outset. Ensure that marketing messages are truthful, accurate, and respectful of consumers, and avoid tactics that exploit vulnerabilities or manipulate emotions.
- Promote Transparency and Accountability: Be transparent about marketing practices and disclose relevant information to consumers, such as product ingredients, pricing, and terms and conditions. Hold employees accountable for adhering to ethical guidelines and address any instances of unethical behavior promptly and decisively.
- Engage with Stakeholders: Foster open communication and engagement with stakeholders, including customers, employees, suppliers, and community members. Seek feedback on marketing practices and demonstrate a commitment to addressing concerns and improving ethical performance.
- Support Ethical Supply Chains: Ensure that marketing activities align with ethical sourcing and supply chain practices, such as fair labor standards, environmental sustainability, and responsible sourcing of materials. Collaborate with suppliers and partners who share your commitment to ethical principles.
- Monitor and Evaluate Performance: Establish mechanisms for monitoring and evaluating the ethical performance of marketing activities. Conduct regular audits, surveys, and reviews to assess compliance with ethical guidelines and identify areas for improvement.

- Celebrate Ethical Achievements: Recognize and celebrate instances of ethical behavior and ethical achievements within the organization. Highlight positive examples of ethical marketing practices to inspire and motivate employees to uphold ethical standards.
- Collaborate with Industry and Regulatory Bodies: Work collaboratively with industry associations, regulatory bodies, and other stakeholders to promote ethical marketing practices industry-wide. Participate in industry initiatives, share best practices, and advocate for stronger ethical standards and enforcement mechanisms.

By implementing these strategies, businesses can promote a culture of ethical marketing that prioritizes consumer trust, integrity, and social responsibility, ultimately benefiting both the organization and society as a whole.

Recommendations for Marketers

For marketers looking to uphold ethical standards and foster positive relationships with consumers, here are some key recommendations:

- Prioritize Truthfulness and Transparency: Always strive to be honest and transparent in your marketing communications. Avoid exaggerations, false claims, or misleading tactics that could undermine consumer trust.
- Respect Consumer Privacy: Respect consumers' privacy rights and handle their personal data responsibly. Obtain consent before collecting personal information and provide clear explanations of how data will be used and protected.
- Focus on Providing Value: Instead of solely focusing on driving sales, prioritize providing value to consumers. Create marketing campaigns that educate, entertain, or solve problems for your target audience.
- Avoid Exploitative Practices: Refrain from exploiting vulnerabilities or manipulating emotions to drive sales. Respect cultural sensitivities, avoid stereotypes, and ensure that marketing messages are inclusive and respectful of diverse audiences.
- Stay Informed About Regulations: Stay informed about relevant laws and regulations governing marketing practices in your industry and geographic location. Ensure that your marketing campaigns comply with legal requirements, including consumer protection, data privacy, and advertising standards.
- Be Responsive to Feedback: Listen to feedback from consumers and address their concerns promptly and transparently. Use feedback to improve your products, services, and marketing strategies, demonstrating a commitment to customer satisfaction and continuous improvement.
- Engage Ethically in Digital Marketing: Practice ethical digital marketing by respecting consumers' online privacy, avoiding deceptive practices such as clickbait or fake reviews, and using data responsibly and transparently.
- Promote Social Responsibility: Integrate social responsibility into your marketing efforts by supporting causes aligned with your brand values, promoting sustainability and environmental stewardship, and contributing positively to your local community.

- Build Trust Through Authenticity: Build trust with consumers by being authentic and genuine in your marketing communications. Avoid overly scripted or insincere messaging and strive to establish meaningful connections with your audience.
- Stay Ethically Vigilant: Continuously assess your marketing practices and campaigns through an ethical lens. Regularly review and update your ethical guidelines and policies to ensure alignment with evolving societal expectations and best practices.

By following these recommendations, marketers can uphold ethical standards, build stronger connections with consumers, and contribute to a more trustworthy and sustainable marketing ecosystem.

Conclusion

In conclusion, ethical marketing practices are essential for businesses to build trust with consumers, foster positive relationships, and contribute to long-term success. By prioritizing honesty, transparency, respect for consumer privacy, and social responsibility, marketers can create meaningful connections with their audience while upholding ethical standards.

Ethical marketing involves prioritizing truthfulness and transparency in communications, respecting consumer privacy, providing value to customers, and avoiding exploitative or deceptive practices. Marketers should stay informed about relevant regulations, engage ethically in digital marketing, and promote social responsibility in their campaigns.

Ultimately, ethical marketing is not just about following rules and regulations—it's about building a culture of integrity, authenticity, and trust within organizations. By adhering to ethical principles and continuously striving to improve their practices, marketers can create positive experiences for consumers, enhance brand reputation, and contribute to a more ethical and sustainable marketing ecosystem.

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ADAPTABILITY TO MENSTRUAL CUPS QUESTIONING CUSTOMER INTELLIGENCE: A STUDY ON INDIAN WOMEN'S SATISFACTION TOWARDS MENSTRUAL CUPS AND SANITARY NAPKINS

Dr Uma Gulati Professor, Institute of Technology and Science, Ghaziabad
Email id: umagulati@its.edu.in

Abstract

Menstrual hygiene remains a challenge for women, especially in India, where the transition from cloth to sanitary pads has been significant. The ongoing shift from pads to menstrual cups presents new challenges. Menstrual cups, made from high-grade medical silicone, are biodegradable, reusable, and can last up to 10 years. Their growing acceptance among Indian women has broader social implications. This study aims to compare female satisfaction concerning menstrual cups and sanitary pads. It also examines adaptability issues associated with menstrual cups, posing a challenge for marketers seeking to understand consumer behavior. Data were collected via questionnaires from women in Delhi/NCR who had used menstrual cups at least three times. Referrals from existing users helped recruit participants. To analyze satisfaction levels, descriptive statistics, and paired t-tests were applied using MS Excel and SPSS. The results indicated that women using sanitary pads reported higher satisfaction than menstrual cup users. Key challenges included insertion, usage, and leakage concerns. Perception played a crucial role in adaptability, affecting adoption rates. This study highlights menstrual cup adaptability concerns and provides insights for researchers, consumers, and marketers. Marketers need to address perception barriers by identifying key drivers of menstrual cup usage. Changing consumer perception is essential for broader adoption.

Keywords: Adaptation, Customer Intelligence, Menstrual cup, Menstrual hygiene, Reusable.

INTRODUCTION

A healthy lifestyle and a healthy society are one of the foremost priorities of the people living in India now. Fortunately, most people are innately healthy, but the main task is to be able to take care of the healthiness that has grown by the nature. Indian Women have grown tremendously in the last decade, mainly due to the changes in societal norms. She is more educated, ambitious, and empowered. She is involved in many of the decisions taken by the family. She is earning and her disposable income is also growing rapidly, thanks to higher incomes from their profession. The lifestyles of Indian women have changed rapidly, and their purchasing behavior is largely dependent on digital instruments and gazettes. They are more health conscious and also know the definition of a value proposition.

The Sanitary napkin market in India was valued at US $ 618.4 million in the year 2021. India is home to over 355 million menstruating women and girls, yet millions still encounter major obstacles to managing menstrual hygiene with comfort and dignity. Menstruation is the normal release of blood and tissue from the uterine lining through the vagina that happens as part of a woman's monthly menstrual cycle. It occurs between menarche, a girl's first period, and menopause, when the menstrual cycles end. The average menstruation time is normally menstruating women is about days. Each month, the body of a woman prepares for pregnancy. The uterus or womb sheds its lining if no pregnancy occurs. The menstrual blood and partly tissue from inside the uterus passes out of the body through the vagina. It usually starts between the ages 11 and 14 and continues until menopause at about age 51.

Menstrual hygiene has always been challenging for women, especially in countries like India, where women moved from clothes to sanitary pads, and the process of moving from pads to menstrual cups is underway. The evidence on menstrual cups is really limited because of many challenges. On one hand, a marketer wants to encourage the use of menstrual cups in the Indian market; on the other hand, the adaptability of the same is still at the crossroads. Whether menstrual cups are going to be breathable is the question of the hour. This study examines the adaptability of cups among females and the challenges faced by the users.

REVIEW OF LITERATURE

Traditional practices still prevail in developing countries due to a dearth of knowledge, information, and also best hygiene practices. Belief and attitude also play a vital role in the acceptance of the product (Mukherjee A, et al.2020).

In India, women still use cloth pads as a sanitary option. They may contain sustainable sanitary options, but must be hygienically washed and dried in the sunlight. The sun's heat is a normal bactericide, and drying the cloths/cloth pads beneath it disinfects them for future utilization. These cloth pads can be reused, so they are cost-effective, easily obtainable, and eco-friendly. They must also be stored in a clean, dry place for reuse to prevent infection.

The second option available is sanitary pads, which are largely used by Indian girls and women. They are readily available at several stores, pharmacies, and online. They are costly in comparison to cloth pads, non-reusable, and not highly environmentally friendly. It is always questioned concerning the cotton used in their making, which is not 100% natural and may contain pesticides. Affordable sanitary pads made from waste banana tree fiber are now available for rural women. They are environment-friendly and decay within six months after use. Whether it is a sanitary pad or cotton cloth, a culture of covering up the reality of discomfort to women during menstruation always persists (Houppert K, 1999). In the developing world, menstrual management is not only problematic; it also may have a solemn adverse impact on the lives of women. Energy to produce low-cost materials is sorely missing (Bharadwaj S, Patkar A;2004).

Women have practiced using cloths, absorbent pads, or tampons to manage the menstrual flow. When it comes to washing clothes or disposing of the pads hygienically, it is a task for most females. In some cultures, women alternatively use rags, which must be reused, but washing them may be restricted by lack of water or the privacy needed to wash such rags and reuse them, resulting in compulsory use of damp or even wet contaminated rags (Bharadwaj S, Patkar A;2004), (Ten A.;2007), (Delaney J, Lupton MJ, Toth E. 1988)

It has also been collected that in India, women have started using menstrual cups as a third option to manage their menstrual flow. A menstrual cup is the next option for menstrual flow management and a device that is claimed to be a healthy and environmentally friendly alternative to other options for menstrual sanitary protection. Vaginal devices have an extensive and exciting history. The first device was patented in 1867 in the United States (Hockert SL). The only surprising fact is that the Initial vaginal cups used for menstrual absorption have not ever accomplished extensive use, even though for decades they were available in developed countries.

In many countries, women like menstrual cups because they don't include any chemicals, bleaches, or fibers that could trigger allergic responses or sensitivity in many parts of the world. Menstrual cups are tougher for women to insert than tampons, but these issues can be resolved by teaching them about their bodies and proper insertion methods. The requirement to clean the reusable cups was one of the main drawbacks highlighted by women in the poll; however, this drawback can readily be avoided by using a disposable menstrual cup.

They might be an innovation for women and girls and a replacement for tampons and sanitary pads but folding and placing them into the vagina to collect menstrual fluid, still sounds a difficult proposition to some females. No doubt they can be worn for six to twelve hours, but still, it depends on the menstrual flow. They are safe for the environment and reusable. In areas with poor sanitation, it offers a practical, affordable, and sustainable option.

Many studies revealed that acceptability in low and middle-income countries suggests cups as a potential option for girls as well as women and girls have reported the acceptance of the product (Averbach S, Sahin- Hodoglugil N, Musara P, Chipato T;2009) (L, Mason Laserson K, Oruko K, Nyothach E, Alexander K, Odhiambo F, et al.;2015)

Many women are not aware of the benefits and challenges involved in the usage of cups. In many developing nations, females have started adopting menstrual cups but the uptake is low which requires proper mentoring and positive experiences from peers (Oster E, Thornton R. (2012), (Van Eijk AM, Laserson KF, Nyothach E, Oruko K, Omoto J, Mason L, et al. 2018).

Some products are perceived differently before using them. Menstrual cups can be one of them. The mere insertion of the cup can be fearful for customers. The thinking of pain can be the idea of not using the cups (North B, Oldham M. 2011).

NEED AND JUSTIFICATION OF STUDY

With all the facts about various options available and adaptability to menstrual cups in developing nations like India, there is a need and justification to study the satisfaction of women with menstrual cups in comparison to sanitary pads. Manufacturers of menstrual cups would like to have a lucrative market for menstrual cups, but on the other hand, females need a notion to adapt to the same and use it with convenience. The menstrual cup, whether disposable or reusable, is attached to the usage of the same, and satisfaction with respect to cups leads to use in the future. The researcher has researched the basis of the mentioned need to study the satisfaction of women with menstrual cups and sanitary napkins.

OBJECTIVES OF THE STUDY

The primary objective of the study is to understand the satisfaction level of females with menstrual cups in comparison to sanitary napkins. The other objective of the study is to understand the adaptability issues associated to menstrual cups.

RESEARCH METHODOLOGY

To achieve the objective of the study, both primary and secondary data were used. The primary data was collected through a questionnaire. The questionnaire aimed to gather information on the satisfaction levels of females toward sanitary napkins and menstrual cups. The secondary data was collected through websites, journals, books, and other sources. A questionnaire was prepared to gauge satisfaction with menstrual cups and sanitary napkins among females.

An inclusion-exclusion criterion was important to set as finding respondents who have used menstrual cups was a little arduous task.

Inclusion criteria •Menstruating women in the age group of 21 to 50 years • Having regular menstrual cycles • have used both sanitary napkins as well as cups. It was earlier decided to include females who used the cups in three consecutive menstrual cycles, but this criterion was not considered, and women who have used cups at least three times during their menstrual cycle, irrespective of the consecutive condition, were decided as the final criteria.

Exclusion criteria • The researcher assured that the respondent who is filling out the questionnaire has used menstrual cups. This was to ensure that the data is captured from the right respondent. So, women who didn’t use cusps were excluded.

Finding the respondents who have used menstrual cups was not an easy task, so judgment sampling was used along with convenience to understand that the sample is a true representative of the population

The questionnaire was administered for pilot testing to check its reliability. The Cronbach alpha for sanitary napkins came out to be .769, whereas for menstrual cups it was .902. This gave a researcher an indication that the questionnaire is reliable to be used for further data collection. Data collected and were analyzed using descriptive statistics and paired t-tests to investigate the satisfaction level of respondents with sanitary and menstrual cups. As far as statistical tool is concerned, MS Excel and SPSS were applied to analyze data.

HYPOTHESIS

To understand the objectives, the following hypothesis was formulated:

Ho: There is no significant difference in the satisfaction levels of females toward sanitary napkins and menstrual cups.

Ha: There is a significant difference in the satisfaction level of females towards sanitary napkins and menstrual cups.

RESULTS & DISCUSSIONS

Table 1: Paired Samples Statistics

	Mean	**N**	**Std. Deviation**	**Std. Error Mean**
Pair 1 Sanitary Napkins	37.86	72	4.610	.543
Menstrual cups	30.43	72	5.881	.693

Source: Survey analysis

Table 2: Paired Samples Correlations

			Significance	
	N	**Correlation**	**One-sided p**	**Two-sided p**
Pair 1 Sanitary napkins & menstrual cups	72	.001	.496	.992

Source: Survey analysis

Table: 3 Paired Sample Test

Paired Differences

				95%confidence Interval of the Difference				**Significance**	
	Mean	**Std Deviation**	**Std Error mean**	**lower**	**upper**	**t**	**df**	**One-sided p**	**Two-sided p**
Pair 1 Sanitary napkin & menstrual cups	7.431	7.468	.880	5.676	9.185	8.443	71	<.001	<.001

Source: survey analysis

Table 4: Paired Samples Effect Sizes

				95% Confidence Interval	
		Standardizer[a]	**Point Estimate**	**lower**	**upper**
Pair 1 Sanitary napkin & Menstrual cups	Cohen's d	7.468	.995	.710	1.276
	Hedges' correction	7.548	.984	.702	1.262

Source: survey analysis

This output provides useful descriptive statistics for the two groups that we have compared, including the mean and standard deviation well as actual results from the paired t-test. Looking at the Mean **c**olumn, we can see that females who use sanitary napkins have high satisfaction as compared to females who use menstrual cups.

we can see that there is a mean difference between the two trials of 7.431 **(**Mean**)** with a standard deviation of 7.468 **(**Std. Dev.**),** a standard error of the mean of 0.880 (Std. Err**.**), and 95% confidence intervals of 5.676 to 9.185(95% Conf. interval**).** An obtained *t*-value (**t**) of 8.443 the degrees of freedom **(**degrees of freedom), which are 71, and the statistical significance (2-tailed *p*-value) of the paired t-test (Pr(|T| > |t|) under Ha: mean(diff**) != 0**), which is less than 0.05. As the *p*-value is less than 0.05 (i.e., $p < .05$), it can be concluded that there is a statistically significant difference between our two variable scores (sanitary napkins and menstrual cups). In other words, the difference in the satisfaction level is not equal to zero.

Paired t-test was run on a sample of 73 females to determine whether there was a statistically significant mean difference between the satisfaction level when they used sanitary napkins compared to menstrual cups, a statistically significant increase of 7.431 (95% CI, 5.676 to 9.185), $t(71) = 8.443$, ($p < 0.05$).

Hence there is a statistically significant difference in the satisfaction level of females using sanitary napkins and females using menstrual cups.

The survey administered brought some facts about sanitary napkins and menstrual cups concerning many attributes. If a handler needs to track the quantity of blood released, a menstrual cup allows one to do so precisely. Some may need it for medical reasons. Insertion is an arduous task as it can be messy. While removing the cup, the chance of blood spilling is there if the cup is full and one has to rush to the toilet urgently. Respondents also mentioned their concern over leakage of cups if not emptied on time or not inserted properly. On the other hand, some respondents also replied that menstrual cups are hygienic but somehow lack confidence in carrying them when they are out of their homes. The points go well in favor of cups when it comes to odour which is the biggest drawback in pads. Though researcher also observed that respondents felt that sanitary napkins can cause infection. But one can also analyze that the insertion of cups also requires touch at some parts which may cause infection.

In the case of menstrual cups, perception is playing a major role in adaptability. Females carry the perception that a cup might get stuck in the vagina which may cause danger to some parts of the body reducing fertility as described by other studies (Averbach S, Sahin-Hodoglugil N, Musara P, Chipato T, van der Straten A. 2009). Females also feel that their everyday life is affected when they use cups as they get more conscious of matters like leakage, emptying the cup, insertion, etc.

CONCLUSION

Adaptability is a big question when related to customer intelligence. Today, customers are not anxious about change, they are concerned about no change. (Gulati, U., 2018)In the case of menstrual cups, marketers are looking forward to the same. Customer intelligence, we all know, helps in getting insights into which strategy makes a bigger impact. In the Indian market, one can see marketers advertising their brands of sanitary napkins through Television Commercials. Is the scenario for promotion is same for menstrual cups? Here comes the concept of customer intelligence, where the marketer is aware that cups still require a big yes from Indian females. Maybe many attributes of the menstrual cup market are attached to adaptability. Marketers have to study drivers and retainers of the usage of cups.

Adaptability is not restricted to cups only but also to health and hygiene. Do these cups have become more effective during this time is one question that still needs consideration by marketers. Acceptance cannot be manipulated in a country like India, where still the majority of women have not heard the same or heard but not seen, and even used.

The global menstrual cup market was valued at USD 861.14 million in 2021 and is projected to reach USD 1,372.53 million by 2029, with a CAGR of 6.0% during the forecast period from 2022 to 2029. (Mukherjee A, Lama M, Khakurel U, Jha AN, Ajose F, Acharya S, Tymes-Wilbekin K, Sommer M, Jolly PE, Lhaki P, Shrestha S. 2020). One can cultivate the domestic market and cross the boundaries, but what if the domestic market is still unserved?

So, with many “if” related to the adaptability of menstrual cups, the satisfaction of females who have used them is under question, and consideration of the fact is required for those females who have never used them because of restraints more related to perception. Marketers must carry the positioning of the product first rather than their brand. The advantages and disadvantages of products are still not clear to many women.

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A REVIEW ON THE TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT THROUGH ARTIFICIAL INTELLIGENCE

Dr. Sheenu Arora, Assistant Professor, Tecnia institute of Advanced Studies, New Delhi
Email Id: Sheenuarora1988@gmail.com

Abstract

Human resource management (HRM) is changing as a result of artificial intelligence (AI), which automates processes, boosts productivity, and optimizes workforce management. This review explores AI's impact on key HRM functions, including recruitment, onboarding, training, performance management, and employee engagement. AI-powered tools such as chatbots, virtual assistants, and predictive analytics enhance hiring processes, personalize employee experiences, and improve decision-making. While AI offers numerous benefits, challenges like data privacy, algorithmic bias, transparency issues, and high implementation costs must be addressed. With strategic integration and ethical considerations, AI has the potential to transform HRM, enabling data-driven decisions and enhancing workforce productivity. Future research should further investigate AI's role in HR and its implications for human-centric decision-making.

Keywords: Human Resource Management (HRM), Machine learning, Artificial Intelligence, Recruitment, Workforce Optimization

The technology known as artificial intelligence (AI), which makes it possible for robots to act intelligently, is transforming a number of industries, including e-commerce, banking, healthcare, and human resource management (HRM). Its broad acceptance and appeal are a result of its capacity to mimic human brain processes. With ideas like data mining, machine learning, deep learning, and neural networks becoming widely accepted, artificial intelligence (AI) is currently a major topic in HR. AI is already a reality rather than an idea of the future because so many firms have adopted it and are taking advantage of its promise to increase production and efficiency. Nunn (2019)

Artificial Intelligence (AI) has been defined in various ways in the literature, emphasizing its ability to think, learn, and perform tasks similar to humans. One definition describes AI as "the study of how to make computers do things at which, at the moment, people are better" E. Rich (1983). Another defines it as "a system's ability to interpret external data, learn from it, and use those learnings to achieve specific goals through flexible adaptation" A. Kaplan and M. Haenlein (2019). AI techniques are described as "machine-processable instructions to solve tasks requiring human cognitive abilities" S. Strohmeier and F. Piazza (2015). Key AI functions include knowledge discovery (extracting useful data), knowledge representation (structuring data for machine recognition and problem-solving), knowledge processing (generating new knowledge), solution searching, text processing, and speech processing.

"Rapid changes in the business environment demand swift responses" I. Buzko et al. (2016). Recognizing this need, many organizations have begun integrating AI into their operations. The primary driver behind embracing modern technology and digital transformation lies in the realization of data's immense potential and its critical role in influencing individual and organizational performance C. Barboza (2019).

This review paper aims to explore the applications of artificial intelligence in human resources, along with its benefits, challenges, and future opportunities. The paper utilizes secondary data from pertinent studies to achieve this objective.

Methodology

In order to investigate how Artificial Intelligence (AI) can be integrated into Human Resource Management (HRM), this study uses a qualitative research methodology and secondary data analysis. AI's role in important HR tasks like hiring, employee engagement, training, performance reviews, and retention has been evaluated through a thorough analysis of pertinent literature, including journal papers, industry reports and conference proceedings.

The research methodology includes the following steps:

1. **Literature Review:** A comprehensive analysis of scholarly publications and industry reports to identify emerging trends and advancements in AI-driven HRM.
2. **Comparative Analysis:** Evaluating various AI applications across different HR functions to understand their effectiveness, benefits, and limitations.
3. **Thematic Classification:** Organizing insights into core themes, such as AI’s impact on recruitment, workforce development, performance management, and employee retention.
4. **Critical Assessment:** Examining challenges and ethical concerns related to AI implementation in HRM, including algorithmic bias, transparency issues, and data privacy concerns.

By synthesizing findings from existing research, this paper provides an in-depth review of AI’s transformative impact on HRM, outlining its advantages, challenges, and future research opportunities.

Use of Artificial Intelligence (AI) in Human Resource Management

Recruitment, training, selection, performance management & worker engagement are just a few of the HRM tasks that AI technology is progressively changing with the help of virtual assistants. The HRIS (Human Resource Information System) is essential to HRM's first phase, Human Resource Planning (HRIS). HRIS is characterized as "a systematic process for collecting, storing, maintaining, retrieving, and validating data about an organization's human resources, personnel activities, and unit characteristics" by K.A. Kovach (1999). It is essential to the creation of training programs, job descriptions, performance reviews, and HR planning. Jia Q. (2018).

Talent Acquisition and Selection

AI is revolutionizing recruitment by enabling companies and agencies to process large volumes of candidate applications quickly and efficiently. With AI, businesses can enhance candidate engagement and implement high-volume and high-touch strategies, fostering long-term relationships with applicants. AI-powered bots are utilized to communicate with candidates, answer queries, and maintain consistent interaction all during the hiring procedure A. K. Upadhyay (2018). These bots, equipped with Natural Language Processing (NLP), can convert speech to text in seconds, boosting recruiter productivity by eliminating manual typing tasks Q. Jia, (2018).

AI assistants help recruiters with screening candidates, initiating contact, scheduling interviews, and maintaining engagement. This not only saves time and reduces costs but also ensures the hiring of quality candidates, improves talent mapping, minimizes bias, and addresses candidate inquiries promptly R. Geetha (2018).

Platforms like HireVue are also streamlining the process by offering online pre-hire assessments. Recruiters can provide preset video questions for candidates to answer, and these recorded responses are then reviewed to identify suitable candidates for interviews. This approach allows for the evaluation of more candidates in a shorter time, further enhancing the recruitment process and simplifying candidate engagement O. Ahmed (2018).

Employee Onboarding Process

The process of acquainting new hires with an organization's culture, regulations, and environment is known as onboarding, and it frequently involves induction meetings. However, personal attention for each new hire can be challenging. AI is improving this process by offering personalized onboarding experiences, leading to better organizational integration for new employees M. Stevenson (2019). Additionally, HR professionals are supported by bots that engage with new hires, providing them with information about job benefits, company policies, and resolving any questions or concerns they may have R. Geetha (2018).

Employee Traning and Development

In today’s fast-paced environment, it’s crucial for employees to stay updated on the latest trends and changes in their field. As a result, effective training programs are essential for maintaining a skilled workforce. Advancements in training technologies are enhancing HR’s ability to offer smart, efficient training through online platforms. To assess the effectiveness of these programs, employees are asked to provide feedback on their training experience. AI aids HR departments in gathering and analyzing this feedback, making the process more streamlined and insightful G. George and M. R. Thomas (2019).

Employee Involvement

Organizations can now predict employee engagement levels using AI-supported prediction techniques. These tools analyze large data sets to provide insights into current and future engagement. Face recognition technology helps detect employee mood by reading facial expressions, allowing organizations to better understand employee behavior. Higher levels of involvement within the company result from this, since employees feel valued (G. George and M. R. Thomas, 2019).

Managing Compensation

Employee performance is directly impacted by compensation management, which is a crucial component of HRM. It entails figuring out employee pay in accordance with set guidelines and norms. Individual and team performance are improved by a well-designed compensation management system. M. Armstrong (2005). Artificial neural networks are a useful technique for guaranteeing equity in the assessment of remuneration. Large data sets can be analyzed by these systems to find patterns and relationships by simulating how the human brain works. Q. Jia (2018).

Managing Performance

Another essential HRM procedure that has been significantly improved by AI-supported systems is performance management. These solutions increase process efficiency by streamlining and speeding things up. 360-degree assessments and other advanced assessment techniques are now automated. When pertinent data and employee assessment criteria are entered into the system, performance-based outcomes are produced. Otley D. (1999).

Employee Retention

Artificial Intelligence is proving valuable in enhancing employee retention. AI-based software helps identify employees who may be considering leaving the organization by analyzing their computer browsing activity patterns. By studying data over a month, the AI system detects signs of potential exits and alerts employers, enabling them to take proactive measures to retain those employees O. Ahmed (2018).

Advantages

Artificial intelligence supports human resource management tasks, which is a key factor in organizational growth. Nowadays, hiring, interacting with, and keeping staff are done in a more organized and effective way. Surveys conducted by companies such as IBM indicate that roughly 66% of CEOs think AI would have a big influence on human resources. The cooperation between humans and computers has improved due to increased automation, allowing HR professionals to concentrate on human-centric duties like empathy, problem-solving, and creative thinking. Stevenson, M. (2019).

AI and machine learning techniques have simplified the analysis of employee performance over time. Customized training programs address individual weaknesses, enhancing productivity. Intelligent bots assist employees by answering job-related queries, fostering transparency and fairness in the workplace G. George and M. R. Thomas (2019). AI systems also help match candidates to job profiles effectively, serving HR managers as both assistants and consultants. Tools like the "Virtual Assistant System" handle tasks such as coordinating with applicants, scheduling meetings, composing emails, and reporting, while the "Advisor System" aids decision-making by predicting future outcomes in critical areas.

Big data analysis further supports AI in making predictions on organizational matters, enabling preventive measures to address potential risks Q. Jia et al. (2018). Additionally, AI is instrumental in handling compliance issues by monitoring network data to identify risks in advance O. Ahmed (2018). These advanced technologies are transforming HR processes, driving efficiency, and promoting fairness in the workplace.

Obstacles

Despite the significant benefits AI offers in HRM, its adoption presents several challenges. A key concern is the lack of transparency in AI algorithms, commonly known as the "black box" problem. This issue makes it difficult for HR professionals to fully grasp how AI-driven decisions are made, potentially leading to a lack of trust in the technology.

Major issues with data security and privacy also arise since AI systems depend on enormous volumes of private employee data. Protecting against data breaches and making sure that data protection laws are followed are essential. When a multinational tech company's AI-powered employment system was shown to have inadvertent bias in 2021, for example, it came under legal investigation, raising legal issues and ethical questions.

Algorithmic bias remains another critical issue. Inequalities in hiring, promotions, and performance reviews may be strengthened if AI models are trained on skewed historical data. A notable example is Amazon, which discontinued its AI recruitment tool after discovering it systematically disadvantaged female candidates due to gender biases present in past hiring data. This underscores the necessity of continuous monitoring and refinement of AI systems to ensure fairness and equity.

Additionally, the high costs associated with implementing AI in HR can be prohibitive, particularly for small and medium-sized enterprises (SMEs). Many organizations struggle to allocate the necessary financial and human resources for AI integration and employee training. According to a PwC report (2020), nearly 45% of businesses cited budget constraints as a primary barrier to AI adoption in HR functions.

Employee resistance to AI-driven HR processes is another common challenge, primarily due to concerns about job displacement. For example, when a multinational bank introduced AI-powered chatbots for HR inquiries, employees expressed apprehension that automation might eventually replace human HR roles. To mitigate such concerns, organizations must prioritize transparent communication and invest in reskilling initiatives to help employees adapt to AI-driven changes.

Overcoming these obstacles requires a strategic approach that ensures AI adoption is ethical, secure, and aligned with workforce needs. Organizations must balance technological advancements with a human-centric approach to maximize AI's potential in HRM.

Future prospects

Researchers predict that artificial intelligence (AI) will soon surpass humans in many tasks and activities. Experts estimate that AI has a 500% chance of outperforming human capabilities within 45 years, and it could replace human jobs through automation in the next 120 years. However, some believe AI will remain a supporting tool rather than a full replacement for humans. The future will likely involve collaboration between humans and machines, with AI predicting outcomes and humans making decisions.

Studies on AI and deep learning emphasize the importance of this partnership, where machines handle prediction and data analysis, while humans focus on decision-making. As AI plays a more significant role in HR, determining what data to track, analyze, and protect will be key to maximizing its potential. People analytics remains an evolving field, with much still to explore. As more companies adopt AI, competition will increase to attract top talent. The companies that meet digital expectations and provide the best candidate experience will differentiate themselves.

The future will be defined by industries that prepare their workforce to harness the power of AI and big data, gaining a competitive edge in an ever-changing landscape.

The **Future Prospects** section could be strengthened by discussing emerging trends, including the increasing role of generative AI in HR, ethical concerns related to AI-driven decision-making, and potential regulatory changes that may influence AI adoption. This would offer a more forward-thinking perspective on the evolution of AI in HRM.

Conclusion

Though there is still more to be done, the HR industry has reacted favorably to the technological developments brought about by artificial intelligence. Every new change brings challenges, and to fully capitalize on these opportunities, organizations must continuously seek ways to overcome them. As highlighted in various studies, data is essential when integrating AI into organizational functions. HR professionals must focus on ensuring the use of high-quality data to maximize AI's potential. Planning and decision-making have become more accurate and flexible with the use of AI in HRM. Organizations have benefited from AI-supported apps that automate tedious activities, improve efficiency, lower costs, boost staff productivity, offer insightful data, and predict future results. In today's competitive and rapidly evolving environment, only those organizations that have recognized and leveraged AI's value will thrive. Despite the progress, there is still a gap in experimental and statistical research in this area, presenting opportunities for future studies and exploration.

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PREDICTING CUSTOMER BEHAVIOR: LEVERAGING ANALYTICS FOR STRATEGIC INTUITION

Dr. Sandeep Kumar, Professor, Tecnia Institute of Advanced Studies, Delhi,*
Email :Sandeep_rk07@rediffmail.com
*Dr. Sweta Bakshi**, Assistant Professor, ITS Mohan Nagar, Ghaziabad*

Abstract:

Understanding and predicting customer behavior has become a cornerstone for businesses aiming to deliver personalized experiences and maintain a competitive edge. The rise of big data and advanced analytics has revolutionized how businesses forecast customer actions, enabling them to make informed decisions. This paper explores the role of predictive analytics in understanding and forecasting customer behavior, with a particular focus on leveraging data to enhance strategic intuition. We investigate various analytical techniques—ranging from machine learning algorithms to statistical modeling—and their applications across different industries. Through case studies and industry examples, the paper illustrates how organizations can harness these tools to drive decision-making, optimize marketing strategies, improve customer satisfaction, and increase profitability. The research methodology includes a mixed-methods approach with qualitative insights and quantitative analyses to demonstrate the practical use of analytics in predicting customer behavior. We conclude by discussing the limitations, challenges, and ethical considerations of utilizing predictive analytics in customer behavior forecasting.

Keywords: Customer Behavior, Predictive Analytics, Strategic Decision-Making, Data Science, Machine Learning, Marketing Strategy

1. Introduction:

The ability to predict customer behavior is a game-changer in today's business environment. With a plethora of customer data available through digital touchpoints, businesses now have the opportunity to leverage this information to anticipate customer needs, preferences, and future actions. This paper examines the growing role of predictive analytics in forecasting customer behavior, which helps organizations better align their offerings with customer expectations. Predictive models that analyze historical behavior, demographics, and psychographics enable companies to anticipate purchases, churn, and satisfaction levels. As a result, businesses can move beyond reactive strategies and adopt proactive measures that drive customer loyalty and business growth.

In this study, we explore how predictive analytics aids in crafting strategic intuition, where data-driven insights help managers make decisions that are both informed and aligned with broader organizational goals. Furthermore, the research examines the methodologies employed to generate such insights and highlights the challenges organizations face in integrating analytics with their business strategy.

2. Literature Review:

The role of predictive analytics in understanding customer behavior has garnered significant attention in both academic and practical realms. Scholars have identified a growing trend in businesses using data analytics to forecast customer actions and tailor their strategies accordingly (Chong et al., 2017; Kumar & Shah, 2020). Predictive analytics involves applying statistical techniques, machine learning algorithms, and data mining tools to past data to identify patterns and forecast future trends.

Predictive Analytics Techniques:

Common techniques used in predicting customer behavior include regression analysis, classification models, clustering, and neural networks (Bertsimas & Kallus, 2018). Machine learning models, particularly supervised learning techniques, have been widely adopted due to their ability to improve prediction accuracy over time as new data is fed into the system. For instance, decision trees, random forests, and support vector machines are popular tools for classification tasks, where customer behavior is predicted based on historical data.

Applications in Business:

The application of predictive analytics in customer behavior forecasting spans several industries, including retail, finance, telecommunications, and e-commerce. In retail, predictive models help forecast demand, optimize inventory, and personalize product recommendations (Smith & Nagle, 2019). In telecommunications, churn prediction models help companies identify customers who are likely to cancel services, allowing for targeted retention efforts (Ngai et al., 2009). The financial sector employs predictive analytics to assess credit risk and detect fraudulent activities (Sichel, 2020).

Strategic Intuition in Analytics:

Beyond just statistical forecasting, the concept of strategic intuition has been discussed in the literature (Sadler-Smith, 2016). Strategic intuition refers to the ability to integrate analytical insights with experience and judgment to make decisions that are both logical and aligned with the organization's strategic goals. Predictive analytics, when combined with strategic intuition, enables business leaders to move beyond the mere "gut feeling" and make decisions rooted in data and insights, yet still flexible enough to respond to dynamic market conditions.

Challenges and Limitations:

Despite its potential, there are challenges in implementing predictive analytics for customer behavior. These challenges include data quality issues, such as missing or noisy data (Hughes et al., 2018), and the complexity of integrating analytics into existing decision-making processes. Moreover, the ethical implications of using personal data to predict customer behavior have been raised, particularly regarding privacy concerns and biases in machine learning algorithms (O'Neil, 2016).

Research Methodology:

This research adopts a mixed-methods approach, combining qualitative case study analysis with quantitative data analysis.

Quantitative Methodology:

The quantitative analysis involves building predictive models to forecast customer behavior. We used a dataset from an e-commerce platform, which includes customer purchase history, demographic data, and browsing patterns. The dataset was preprocessed to handle missing values and ensure data normalization. The primary machine learning algorithms used include decision trees, random forests, and support vector machines (SVM). Model performance was evaluated using accuracy, precision, recall, and F1-score.

Qualitative Methodology:

For the qualitative aspect, we conducted interviews with managers and data scientists from three organizations: a retail chain, a telecommunications company, and a financial institution. These interviews aimed to explore how predictive analytics is incorporated into their strategic decision-making processes and to identify challenges faced when implementing these models in practice.

4. Detailed Discussion:

Predictive Analytics Models in Practice:

The study of customer behavior prediction has evolved significantly in recent decades, thanks to advancements in technology and analytics. Early research in this field was largely based on traditional consumer behavior theories, but the explosion of digital data and the advent of sophisticated computational techniques have expanded the scope and potential of predictive modeling**.**

4.1 Traditional Approaches to Predicting Customer Behavior

In the early days, the prediction of customer behavior was largely based on survey data, customer feedback, and market research. Approaches such as linear regression and discriminant analysis were employed to segment customers and forecast future purchases. These models often relied on demographic variables (age, gender, income, etc.) to predict behavior patterns.

For example, Maslow's Hierarchy of Needs and the Theory of Planned Behavior (Ajzen, 1991) were commonly used frameworks to understand the psychological drivers of customer behavior. These traditional models often provided insights into broad market trends but lacked the granularity and real-time capabilities needed to make accurate predictions at the individual level.

4.2 Advancements in Predictive Analytics and Machine Learning

With the advent of big data and machine learning (ML) techniques, predictive modeling has moved beyond simple regression analysis. Machine learning, particularly supervised learning, has become the backbone of customer behavior prediction. Algorithms such as decision trees, random forests, support vector machines (SVM), and neural networks are increasingly used to analyze large datasets and identify patterns in customer behavior.

In a landmark study, Chong et al. (2017) highlighted the role of predictive analytics in enhancing customer relationship management (CRM). By integrating machine learning algorithms with CRM systems, companies were able to predict which customers were most likely to make a purchase, when they would make it, and even what type of products they would buy. These techniques enabled highly personalized marketing strategies and optimized inventory management.

Furthermore, unsupervised learning techniques, such as clustering (e.g., K-means clustering) and association rule mining, are also commonly used in customer behavior prediction. These techniques help uncover hidden patterns and groupings of customers based on their purchase behavior or browsing history.

4.3 Applications of Predictive Analytics in Customer Behavior

Predicting customer behavior through analytics is applied across a variety of industries, each with its own unique challenges and opportunities.

1. Retail and E-Commerce: One of the most well-established applications of predictive modeling is in the retail industry. By leveraging data on past purchases, website interactions, and customer demographics, businesses can predict what products a customer is likely to buy next. Collaborative filtering, commonly used in recommendation systems (e.g., Amazon's product recommendations), suggests products based on the preferences of similar users. This leads to personalized shopping experiences and increased sales.

   A case study by Smith and Nagle (2019) found that retailers who used predictive analytics to forecast customer behavior experienced a significant increase in sales and customer loyalty. Personalized recommendations generated by predictive models were more accurate and engaging than traditional broad-based marketing efforts.

2. Banking and Financial Services: Predictive analytics is also employed extensively in the financial sector for risk management, fraud detection, and customer retention. Churn prediction models are widely used to forecast which customers are likely to leave a bank or financial institution. By analyzing transaction histories, account activity, and customer service interactions, banks can proactively offer incentives or interventions to retain customers (Ngai et al., 2009).

   Similarly, credit scoring models use predictive algorithms to assess the likelihood that a customer will default on a loan or credit card payment. These models consider a wide range of factors, including payment history, credit utilization, and even behavioral patterns that suggest a customer’s financial health.

3. Telecommunications: The telecom industry uses predictive analytics to identify customers at risk of churning and to understand the drivers of customer dissatisfaction. Call data records (CDRs), customer service interactions, and network usage data are analyzed to predict churn with high accuracy. By identifying high-risk customers early, telecom companies can offer tailored retention strategies, such as discounted rates or improved service packages (Hughes et al., 2018).
4. Healthcare: Predicting patient behavior, such as appointment adherence, treatment effectiveness, or medication compliance, is increasingly important in healthcare analytics. Predictive models can be used to identify high-risk patients and intervene before negative outcomes occur. This is especially useful in predictive health management systems, where patient behavior can impact overall treatment success (Kumar & Shah, 2020).

4.4 Challenges in Predicting Customer Behavior

Despite the powerful capabilities of predictive analytics, several challenges persist when predicting customer behavior.

1. Data Quality and Completeness: One of the primary challenges in predictive analytics is the quality of the data. Many predictive models rely on historical data that may be incomplete, inaccurate, or biased. For instance, missing values or noisy data can lead to incorrect predictions. Additionally, poor data integration across systems can hinder the development of effective predictive models (O'Neil, 2016).
2. Model Complexity: The complexity of machine learning models can sometimes lead to overfitting or underfitting. Overfitting occurs when a model is too closely aligned with the training data, making it less generalizable to unseen data. Conversely, underfitting happens when the model fails to capture important trends in the data. Ensuring that the model is both accurate and generalizable remains a key challenge in predictive modeling (Bertsimas & Kallus, 2018).
3. Ethical and Privacy Concerns: Predictive analytics often involves the collection and processing of vast amounts of personal data. As consumer privacy concerns rise, businesses must ensure that they are using customer data ethically and in compliance with regulations such as the General Data Protection Regulation (GDPR) in Europe. Additionally, there is the risk of biases in machine learning algorithms, where certain demographic groups may be unfairly targeted or excluded based on biased training data (O'Neil, 2016).

5. Strategic Intuition and Predictive Analytics

The integration of predictive analytics with strategic intuition has been discussed as a key aspect of decision-making in organizations. Strategic intuition, as described by Sadler-Smith (2016), refers to the ability to make informed decisions based on experience and judgment, often under conditions of uncertainty. While predictive models provide actionable insights, it is the combination of these insights with strategic intuition that allows businesses to respond effectively to changes in customer behavior.

For example, in customer retention efforts, predictive models may highlight that a particular segment of customers is likely to churn. However, a company may use strategic intuition to determine the most appropriate interventions, balancing between offering discounts and improving customer service, rather than relying solely on the model's recommendation.

The application of predictive analytics varied significantly across industries. In the retail sector, for instance, the random forest model was the most effective at predicting customer purchasing behavior, with an accuracy rate of 85%. By integrating this model into the inventory management system, the retail chain could reduce stockouts and overstocking, improving overall efficiency.

In the telecommunications industry, churn prediction models were crucial in identifying at-risk customers. A support vector machine (SVM) model trained on customer service interaction history and usage data was able to predict churn with 80% accuracy. This led to the development of targeted retention campaigns, which reduced churn by 15% over a six-month period.

For the financial sector, credit risk models using logistic regression and decision trees were employed to predict loan default probabilities. These models were integrated into the loan approval process, reducing default rates by 10%. However, these predictive models also required regular updates to ensure that they adapted to changes in the economic environment.

6. Leveraging Strategic Intuition:

The concept of strategic intuition has been discussed in both theoretical and practical terms over the past few decades. It integrates insights from cognitive science, strategic management theory, and decision theory, suggesting that decision-making is not always a purely rational or analytical process, but often involves elements of intuition, creativity, and judgment.

6.1 Foundations of Strategic Intuition

The term "strategic intuition" was coined by Gary Klein in his work on decision-making in uncertain environments. Klein (2003) argued that intuition is the result of pattern recognition based on years of experience, where individuals can make rapid, effective decisions without necessarily going through a step-by-step analytical process. In contrast to analytical thinking, which is deliberate and rational, strategic intuition is spontaneous, relying on the recognition of patterns or signals that are not immediately obvious.

Sadler-Smith (2016) built on this idea by highlighting that intuition in strategic decision-making is more than just gut feeling—it is based on the ability to quickly synthesize large amounts of complex, often incomplete information. It involves a form of "insight" that comes from experience, expertise, and familiarity with patterns of past success or failure. According to Sadler-Smith, strategic intuition can be particularly important in situations where leaders face ambiguity or lack clear, comprehensive data to guide their decisions.

Strategic intuition also integrates cognitive heuristics. Heuristics are mental shortcuts or "rules of thumb" that allow decision-makers to quickly assess situations and make judgments without exhaustive analysis. However, heuristics can be both beneficial and problematic. While they can lead to faster decision-making, they may also lead to biases or errors when the conditions under which the heuristics were developed do not align with current circumstances (Tversky & Kahneman, 1974).

6.2 Strategic Intuition in Business and Management

In the business world, strategic intuition can be leveraged to respond to complex, rapidly changing environments where the information available may be insufficient or unclear. It is particularly relevant when organizations face dynamic capabilities and need to make decisions in real-time, without the luxury of prolonged analysis (Teece, 2007). In such environments, strategic intuition enables leaders to make quick, yet informed decisions.

A classic example can be found in the corporate world's reliance on entrepreneurial intuition. Entrepreneurs often make decisions based on instincts and the ability to "sense" emerging opportunities. Kauffman (2015) points out that intuition in entrepreneurship is crucial for navigating uncertainty. For instance, entrepreneurs may use intuitive judgment to decide when to scale operations, pivot product offerings, or enter new markets—often acting before data-driven analyses can confirm the choice.

Further, Mintzberg's (1994) work on strategic planning emphasizes the role of intuition in strategic decision-making. He argued that successful leaders often act on insights that arise from their experience and the tacit knowledge they have accumulated over time, rather than relying solely on formal planning or external data.

6.3 Leveraging Strategic Intuition with Predictive Analytics

While strategic intuition is often seen as a counterpoint to analytical decision-making, more recent research suggests that the two can be complementary rather than mutually exclusive. Sadler-Smith (2016) notes that effective decision-making in business requires integrating both strategic intuition and data-driven insights. Predictive analytics, machine learning models, and big data provide valuable insights that help businesses anticipate future trends, customer behavior, and operational bottlenecks. However, predictive models may not be sufficient in guiding decisions when there is high uncertainty or when data is incomplete or ambiguous.

In these contexts, strategic intuition comes into play. Leaders use their experience, creativity, and knowledge of the market to fill in the gaps left by predictive models and to act in situations where data is insufficient. For example, a business leader might rely on intuition when deciding how to pivot a marketing campaign or how to allocate resources in a new market. Predictive models may suggest which customer segments are likely to respond to specific offers, but intuition helps leaders interpret these insights in the context of broader strategic goals, internal culture, and unforeseen external factors.

McGrath (2013) discusses this synergy between intuition and analytics in her work on discovering new business models. She suggests that, while big data and analytics can help identify emerging trends, intuition helps entrepreneurs and managers sense when an idea is worth pursuing, even when data might not yet support it fully. The "leap of faith" that occurs in many breakthrough decisions is often rooted in intuition, despite the presence of predictive tools.

6.4 The Role of Experience and Expertise in Strategic Intuition

The ability to leverage strategic intuition effectively depends heavily on the individual's experience and expertise. Research indicates that experts are better equipped to make intuitive judgments that lead to successful outcomes. Ericsson et al. (2006) in their studies on expert performance argue that individuals who accumulate substantial experience in a particular field develop a form of "knowledge structure" that enables them to make decisions based on recognition of patterns or cues that others might miss.

For example, seasoned managers or business leaders who have seen various business cycles, market fluctuations, and technological disruptions may rely on their intuition to predict trends or opportunities that are not immediately obvious. This type of expert intuition is particularly valuable in rapidly changing environments where data is constantly evolving, and decision-makers must adapt quickly.

6.5 Challenges in Leveraging Strategic Intuition

While strategic intuition offers considerable advantages, it is not without its challenges. Intuitive decision-making is subjective, and it can be influenced by cognitive biases, emotions, or past experiences that may not always be relevant to the current situation (Tversky & Kahneman, 1974). For example, the anchoring bias can lead decision-makers to rely too heavily on their initial impressions or previous experiences, even if they are not relevant to the current context.

Moreover, groupthink and organizational cultures can limit the effectiveness of strategic intuition. If the decision-making culture of an organization is overly hierarchical or consensus-driven, individuals may suppress their intuitive insights in favor of group norms. Klein (2003) notes that leaders must foster an environment that values both intuition and analytical rigor, where intuition is viewed as an important complement to formal data-driven analysis, rather than a replacement.

While data-driven predictions were important, business leaders emphasized the importance of combining these insights with strategic intuition. In interviews, managers noted that while predictive models provided actionable insights, they often complemented, rather than replaced, human judgment. For example, predictive models suggested a particular customer segment was likely to churn, but the final decision on how to approach that segment was influenced by managers' experience and understanding of market trends.

Moreover, companies that integrated predictive analytics into their broader decision-making frameworks were able to adjust their strategies dynamically in response to changes in customer behavior. This suggests that while predictive models are valuable, they should be seen as tools to enhance decision-making, not as the sole basis for strategic action.

7. Interpretation:

The findings of this study demonstrate the effectiveness of predictive analytics in understanding and forecasting customer behavior across different industries. In each case, the use of machine learning models significantly improved the accuracy of predictions compared to traditional methods. The combination of predictive insights and strategic intuition allowed businesses to take more proactive steps in marketing, customer retention, and resource allocation.

However, the study also reveals the complexities involved in deploying predictive analytics. Data quality remains a key challenge, particularly when working with incomplete or inconsistent customer data. Additionally, while predictive analytics can significantly improve decision-making, human intuition is still crucial, especially in situations where data may be ambiguous or conflicting.

Furthermore, the ethical concerns surrounding data privacy and algorithmic bias must be addressed to ensure that predictive analytics remains transparent and fair. Businesses must implement safeguards to prevent the misuse of personal data and ensure that their models are free from biases that could adversely affect certain customer groups.

8. Conclusion:

Predicting customer behavior using analytics is no longer a luxury but a necessity for businesses seeking a competitive advantage. Predictive models offer valuable insights into customer actions, helping companies anticipate future behavior, optimize marketing efforts, and improve customer satisfaction. However, these models should be viewed as tools to augment human decision-making, rather than replace it. By combining the analytical power of predictive models with strategic intuition, organizations can make more informed and flexible decisions that align with their long-term goals.

Despite the promising results, challenges such as data quality, model accuracy, and ethical concerns need to be addressed. Future research should explore the integration of advanced machine learning models with real-time data analytics and investigate the potential for AI-driven decision-making frameworks in customer behavior prediction.

Leveraging strategic intuition in decision-making allows businesses to navigate the complexities and uncertainties of the modern business environment. While data analytics provides the foundation for forecasting and trend identification, strategic intuition offers the flexibility to act in the face of ambiguity and rapidly changing conditions. By combining both approaches, organizations can improve their decision-making processes, align their strategies with emerging opportunities, and build more resilient organizations.

The key to effectively leveraging strategic intuition lies in striking the right balance between analytical tools and experiential knowledge. Businesses that integrate data-driven insights with human judgment and creativity are more likely to make successful strategic decisions, adapt to new challenges, and capitalize on evolving market opportunities.

In future research, the relationship between machine learning models and strategic intuition will continue to be a valuable area of exploration. Investigating how intuitive decision-making can complement, rather than conflict with, data-driven approaches will help refine decision-making frameworks and improve overall strategic outcomes in dynamic environments.

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THE INFLUENCE OF CONSUMER DEMOGRAPHICS ON PURCHASING BEHAVIOR FOR GREEN PRODUCTS

Dr. Ashish Kumar Jha, I.T.S, Ghaziabad, E. Mail: ashishkumarjha@its.edu.in
Sunil Upadhyay, I.T.S Ghaziabad, Sunilhit120@yahoo.com
Shilpi Rana, Assistant Professor- I.T.S Ghaziabad, Email : shilpirana@its.edu.in
Mansi Singh, Assistant Professor, ITS, Ghaziabad, Email : mansisingh@its.edu.in

Abstract

Public awareness of environmental responsibility and plastic waste reduction is growing, leading to a preference for green products over traditional options. As businesses adapt, the market is becoming increasingly competitive. Challenges in green marketing include fluctuating demand, low consumer awareness, negative perceptions, changing buying behaviors, dissatisfaction with product performance, high costs of innovation, and reluctance to pay premium prices.

Successful green marketing integrates sustainability across all functions, enhancing marketability and consumer acceptance while addressing perceived environmental risks. Organizations seeking a competitive edge must adopt such strategies.

Demographic factors significantly influence green purchasing behavior. Understanding these factors through research helps in designing effective marketing strategies to promote green products. This study explores the relationship between consumer demographics and their purchasing decisions regarding green products.

Keywords: Demographic, Buying Behaviour, Competitive advantage, Marketing strategies, Environmental consideration.

1. Introduction

A continued increase in demand for green products is apparent among a growing number of consumers today. This accentuate the need for an appropriate means of choosing to spend money on green products above others after reliable information that sustains such product consumption at an increasing rate. In the midst of the wide mode of selecting ways, consumers would stand to their expectations for such properties as value, quality, price, and performance. Companies are, therefore, progressively hunting for identifying the ingredients that act as stimuli in the behavior of a consumer toward green products so that they launch products tailored to the diverse specifics that distinguish one segment from another segment in different companies..

Environmentally conscious consumers are particularly attentive to the ecological impact of their purchases. They actively engage in practices to conserve energy and adopt green behaviors, reflecting a strong alignment with environmental values. This heightened awareness shapes their decision-making process and preferences when selecting products.

The rising awareness of environmental responsibilities and the urgency of addressing environmental issues signify a shift in consumer preferences toward green alternatives over traditional products. By focusing on this evolving consumer mindset and incorporating environmental responsibility into their strategies, companies can gain a competitive edge in the marketplace.

As the preference for green products continues to grow, businesses that align their strategies with consumer expectations are better positioned to succeed in a market increasingly influenced by environmental consciousness. This shift represents a valuable opportunity for companies to not only fulfill consumer demands but also leverage sustainability as a key driver of competitive advantage.

The key contributions of the research

1. **Identification of Demographic Influences**: The study examines how consumer demographics—such as age, gender, income, education, and occupation—affect purchasing behavior for green products.
2. **Market Segmentation Insights**: The research provides valuable insights for businesses to design targeted marketing strategies that align with different demographic groups' preferences for green products.
3. **Environmental Awareness and Consumer Behavior**: The study explores the role of environmental consciousness in shaping consumer decisions, emphasizing the growing preference for eco-friendly alternatives.
4. **Challenges in Green Marketing**: It highlights key barriers such as price sensitivity, lack of awareness, and consumer scepticism toward green products, offering solutions for businesses to enhance adoption rates.
5. **Empirical Evidence and Statistical Analysis**: The study utilizes statistical tools like ANOVA and t-tests to validate its findings, offering a data-driven perspective on green consumer behavior.
6. **Policy and Business Strategy Implications**: The research provides recommendations for policymakers and businesses to promote sustainability and improve the marketability of green products.

Literature Review:

- **"Factors Influencing Consumer Behavior toward Green Products: A Systematic Literature Review" (2022)**

  - *Authors*: [Authors not specified in the provided excerpt]
  - *Summary*: This review analyzes 37 studies published between 2017 and 2022, focusing on determinants of consumer behavior towards green products. It identifies key factors such as environmental concern, eco-labels, past experiences, and perceived usefulness as major influencers. Barriers like lack of environmental knowledge, price sensitivity, and perceived risks are also discussed.

- **"Consumers' Purchase Behaviour and Green Marketing: A Synthesis, Review and Agenda" (2021)**

  - *Author*: Ajai Pal Sharma
  - *Summary*: This study presents an overview of green marketing and the gap between consumers' attitudes and actual purchase behaviors towards green products. It analyzes 232 studies to develop a green purchase decision-making model, identifying themes such as personal factors affecting green purchases and the green marketing mix. The study highlights influencers like eco-environment concern and eco-labeling, as well as barriers including lack of environmental knowledge and price sensitivity.

- **"Towards Green Product Consumption: Effect of Green Marketing Stimuli and Perceived Environmental Knowledge in Indian Consumer Market" (2021)**

  - *Authors*: Deepak Jaiswal, Bhagwan Singh, Rishi Kant, Abhijeet Biswas
  - *Summary*: This research examines the impact of green marketing stimuli—such as eco-labels, eco-brands, and environmental advertisements—along with perceived environmental knowledge on green purchasing behavior in India. The findings suggest that eco-labels and environmental advertisements positively influence green purchasing behavior, while the direct impact of eco-brands and environmental knowledge was not significant.

Statement of the Problem

Businesses need more than product categorization and brand preferences analysis in the backdrop of global consciousness about the awareness of the environment. Businesses need deep understanding of the underlining specifics of consumer behavior towards green items, by factors related to demographics, culture, social influences, and personal values that hinge consumer choices in favor of eco-friendly preferences. Complex understanding of these leads to appropriate market segmentation for purposes of aiding marketers' segmentation as well as the formation of strategies in production and marketing that suit consumer needs. More importantly, political means and strategies are required to promote ecological favor in marketing products and services..

Environmental concerns have emerged as critical issues for businesses, societies, and governments alike. Widespread environmental degradation—ranging from ozone layer depletion and solid waste accumulation to pollution, global warming, and climate change—underscores the need for urgent action. Corporate activities spanning sourcing, production, distribution, and marketing are significant contributors to these challenges.

As the urgency of addressing environmental issues grows, consumers are increasingly adopting green purchasing behaviors as a means of contributing to environmental preservation. In response, companies are recognizing their responsibility and are compelled to innovate strategies that provide environmentally sustainable alternatives.

With environmental consciousness on the rise, it is essential for businesses to understand not only the product categories and brands preferred by consumers but also the underlying factors influencing their purchasing behavior. Additionally, demographic, cultural, and social factors, as well as personal values, play a crucial role in shaping consumer preferences for green products. Gaining insights into these dynamics enables marketers to segment markets effectively and craft targeted strategies. It also equips policymakers to integrate sustainability into the marketing of products and services, ensuring a holistic approach to addressing environmental challenges.

Objectives and Hypotheses of the Study

The study aims to achieve the following objectives:

1. **To investigate how consumers' demographic profiles influence their purchasing behavior regarding green products.**
   - **Null Hypothesis (H_{01}):** Demographic factors do not exert any influence on consumers' buying behavior towards green products.
2. **To examine the relationship between consumers' environmental awareness and their preference for green products.**
   - **Null Hypothesis (H_{02}):** Environmental awareness does not have a significant impact on consumers' preference for green products.

3. **To analyze the impact of price sensitivity on consumers' willingness to purchase green products.**
   - **Null Hypothesis (H_{03}):** Price sensitivity does not significantly influence consumers' willingness to purchase green products.

Research Methodology

The present study adopts a **descriptive research design** to explore and analyze consumer behavior regarding green products. This approach is chosen to provide an in-depth understanding of the factors influencing green product consumption and to identify patterns and trends within the target population.

Research Scope

The research focuses on the state of **Uttar Pradesh, India**, with a specific emphasis on the city of **Ghaziabad** from period of March 2023 to July 2023. This geographical focus allows the study to examine consumer behavior in a region characterized by rapid urbanization and evolving environmental awareness.

Participant Selection

The green natured product users are the objects of the study. It is a convenient method of sampling wherein green-minded people who would want to buy an environmentally friendly product are the active subjects. It can be recognized from the convenience sampling method that this will be less burdensome while, at the same time, it can help collect a wide variety of individual consumer experiences. This method is highly recommended for any exploratory research on a rather narrow market segment..

Data Collection

Data is gathered from a total of **711 consumers** who purchase and use green products. To ensure systematic and reliable data acquisition, a **structured questionnaire** is employed as the primary data collection tool. The questionnaire is designed to cover various aspects of consumer behavior, including demographic characteristics, environmental awareness, purchasing preferences, and perceived barriers to adopting green products.

Research Objectives Alignment

The research design is structured to align with the study's objectives of understanding the influence of demographic, cultural, and economic factors on consumer behavior toward green products. It also aims to assess the role of environmental consciousness and price sensitivity in shaping purchasing decisions.

Expected Outcomes

By employing this detailed and methodical approach, the study aims to provide a comprehensive and objective analysis of the green consumer landscape in the selected region. The findings are anticipated to offer valuable insights for marketers, policymakers, and businesses looking to promote green products effectively in similar socio-economic contexts.

Data Analysis and Interpretation

Demographic Characteristics of Consumers

The study analyzes the demographic characteristics of the 711 respondents who actively purchase green products. Percentages are calculated to understand the representation of different groups within the sample.

Gender Distribution:

- Male respondents: **382** (53.7%)
- Female respondents: **329** (46.3%)

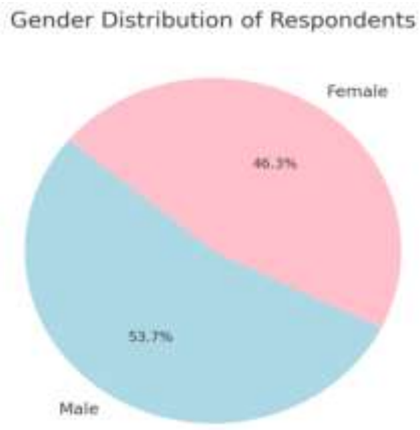
This gender distribution indicates a relatively balanced sample, with a slightly higher proportion of male consumers.

Statistical Analysis of Purchasing Behavior

1. **ANOVATest:**
   The great feature of conducting the ANOVA would lie with every necessity to find a unique difference between demographic categories (for example, age and income levels) purchasing behavior among different groups whereby green products are concerned.
2. **T-Test:**
   To find whether there any statistically significant differences, a t-test was used to compare the purchasing behavior between respondents who were male and others who were female..

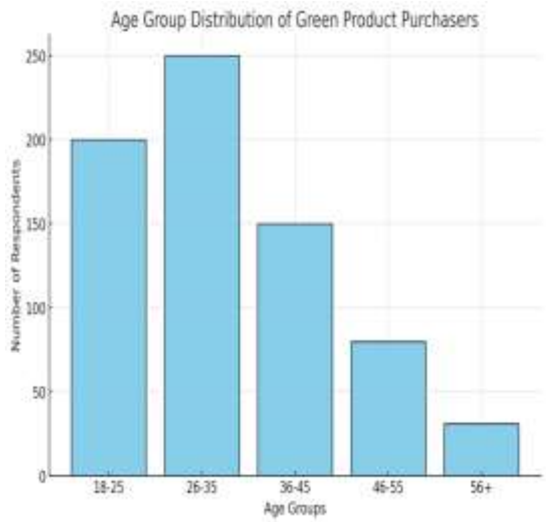
Key Findings

1. **Demographic Profile and Purchasing Behavior:** The analysis revealed that **younger consumers (aged 18–35)** are more likely to purchase green products compared to older age groups. Income levels also play a role, with consumers earning higher incomes displaying a greater willingness to buy green products, possibly due to their ability to afford premium pricing.
2. **Gender-Based Differences:** The t-test actually tells that there is not much variance in the behavior of consumers either. This shows that men and women act differently when they purchase green products..



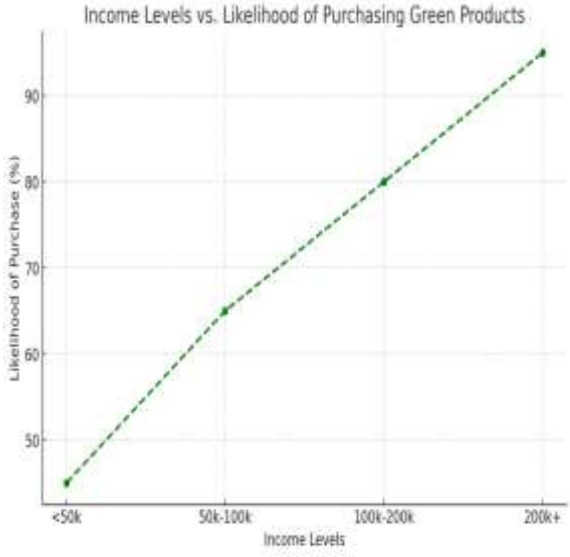
Gender Distribution of Respondents

The pie chart above illustrates the gender distribution among the 711 respondents. Males constitute 53.7% of the sample, while females represent 46.3%.



Age Group Distribution of Green Product Purchasers

The bar chart highlights the distribution of respondents across age groups. Consumers aged **18-35** form the majority, indicating that younger individuals are more inclined toward purchasing green products.



Income Levels vs. Likelihood of Purchasing Green Products According to the line graph printed, there is a positive amount of correlational data with this that was income for green purchasing. Higher income earners are usually more willing than lower income earners to buy green products potentially because their buying power enables them to bear the additional cost of green products.

5.1 GENDER AND FACTORS AFFECTING PURCHASING BEHAVIOUR FOR GREEN PRODUCTS

The relation between gender of consumers and factors affecting buying Behaviour for green products is given in Table 5.1

Table 5.1 GENDER AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Gender	N	Mean	Standard Deviation	t-value	Sig.
1.	Male	382	49.88	6.71	.182 NS	.855
2.	Female	329	49.79	6.77		

NS Non-Significant Source – SPSS Output

Null Hypothesis (Ho): The influence of gender on the buying behavior of respondents regarding green products is not significant.

Interpretation: An independent samples t-test was conducted to evaluate whether significant differences exist in the buying behavior of respondents toward green products based on gender. The results, as summarized in the table, yielded a **t-value of 0.182**and a **p-value of 0.855**, indicating that the difference is statistically non-significant at the 5% level of significance.

As a result, the null hypothesis is accepted, suggesting that there is no significant variation in the buying behavior of male and female respondents when it comes to decisions about purchasing green products.

5.2 AGE AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between age of customer and factors affecting buying behavior for green products is given in Table 5.2

TABLE 5.2

AGE AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Age	N	Mean	Standard Deviation	F-value	Sig.
1.	Below 25 years	106	49.93	6.57		
2.	26 – 35 years	273	50.08	6.63		
3.	36 – 45 years	188	49.92	7.12		
4.	46 – 55 years	87	49.52	6.66		
5.	Above 55 years	57	48.74	6.43	.528^{NS}	.715

^{NS} Non-Significant Source – SPSS Output

Null Hypothesis (Ho): The influence of age on the buying behavior of respondents regarding green products is not significant.

An F-test was performed to determine whether significant differences exist in buying behavior toward green products based on the respondents' age. The results, as shown in the table, revealed a **non-significant F-value of 0.528** with a **p-value of 0.715**, indicating no statistical significance at the 5% level of significance.

Therefore, the null hypothesis is accepted, suggesting that respondents' age does not influence their buying behavior when making decisions about purchasing green products.

5.3. EDUCATION AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the education of consumers and the factors affecting buying behaviour for green products is given in Table 6.3

TABLE 5.3 EDUCATION AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Education	N	Mean	Standard Deviation	F-value	Sig.
1.	Secondary	35	48.63	7.36	0 1.047^{NS}	.382
2.	Higher Secondary	66	49.79	6.44		
3.	Diploma	71	49.32	6.62		
4.	Graduation	297	49.59	6.63		
5.	Post Graduation	242	50.48	6.87		

^{NS} Non-Significant

Source – SPSS Output

Ho: Education does not have any influence on buying behaviour of respondent of green products.

Interpretation: *An F-test was employed to assess if a significant difference exists in the buying behavior toward green products based on the education level of the respondents. The table indicates a non-significant F-value of 1.047 at the 5% level of significance (p=0.382). As a result, the null hypothesis is accepted, indicating that "The buying behavior of respondents does not vary based on their education when deciding on the purchase of green products."*

5.4 OCCUPATION AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the occupation of consumers and the factors affecting buying behaviour for green products is given in Table 5.4

TABLE 5.4 OCCUPATION AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Occupation	N	Mean	Standard Deviation	F-value	Sig.
1.	Business	61	49.13	7.42	1.878^NS	.112
2.	Government Sector	199	49.51	6.28		
3.	Private Sector	289	49.80	6.99		
4.	Professional	91	51.55	6.50		
5.	Retired	71	49.31	6.38		

NS Non-Significant

Source – SPSS Output

H0: The occupation of respondents does not significantly affect their buying behavior towards green products.

Interpretation: An F-test was conducted to assess if there is a significant impact of respondents' occupation on their buying behavior regarding green products. The results show a non-significant F-value of 1.878 at a 5% level of significance (p=0.112). Therefore, we accept the null hypothesis, suggesting that "The buying behavior of respondents remains consistent across different occupations when making decisions about purchasing green products."

5.5 WORKING EXPERIENCE AND FACTORS AFFECTING PURCHASING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the working experience of consumers and the factors affecting buying behaviour for green products is given in Table 5.5

TABLE 5.5 WORKING EXPERIENCE AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Working Experience	N	Mean	Standard Deviation	F-value	Sig.
1.	Below5 years	63	50.37	6.95	1.218^{NS}	.302
2.	6 – 10 years	145	49.90	6.97		
3.	11 – 15 years	276	49.86	6.32		
4.	16 – 20 years	141	50.33	7.13		
5.	Above 20 years	86	48.44	6.77		

^{NS} Non-Significant

Source – SPSS Output

H0: The working experience of respondents does not significantly impact their buying behavior towards green products.

Interpretation: An F-test was conducted to explore whether there is a significant difference in buying behavior towards green products based on the working experience of respondents. The analysis yielded a non-significant F-value of 1.218 at the 5% level of significance (p=0.302). As a result, we accept the null hypothesis, suggesting that "The buying behavior of respondents remains consistent regardless of their working experience when making decisions about purchasing green products."

5.6 MONTHLY INCOME AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the monthly income of consumers and the factors affecting buying behaviour for green products is given in Table 5.6

TABLE 5.6

MONTHLY INCOME AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Monthly Income	N	Mean	Standard Deviation	F-value	Sig.
1.	Less than Rs.20,000	130	49.60	6.47	.489^{NS}	.744
2.	Rs.20,001 – Rs.30,000	177	50.42	7.20		
3.	Rs.30,001 – Rs.40,000	265	49.75	6.72		
4.	Rs.40,001 – Rs.50,000	91	49.42	5.99		
5.	More than Rs.50,000	48	49.61	7.20		

^{NS} Non-Significant

Source – SPSS Output

H0: The monthly income of respondents does not significantly affect their buying behavior towards green products.

Interpretation: An F-test was conducted to determine if there is a significant difference in buying behavior towards green products based on the monthly income of respondents. The obtained F-value of 0.489 is not statistically significant at the 5% level (p=0.774). Therefore, we accept the null hypothesis, suggesting that "The buying behavior of respondents remains consistent irrespective of their monthly income when making decisions about purchasing green products."

5.7 MARITAL STATUS AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between marital status of consumers and factors affecting buying behaviour for green products is given in Table 5.7

TABLE 5.7

MARITAL STATUSAND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Marital Status	N	Mean	Standard Deviation	t-value	Sig.
1.	Married	552	49.86	6.84	.134^{NS}	.258
2.	Unmarried	159	49.77	6.38		

^{NS} Non-Significant

Source – SPSS Output

H0: Marital status does not significantly impact the buying behavior of respondents towards green products.

Interpretation: An independent t-test was utilized to investigate whether there is a significant difference in buying behavior towards green products based on the marital status of respondents. The obtained non-significant t-value of 0.134 at the 5% significance level (p=0.258) leads to the acceptance of the null hypothesis. Thus, we conclude that "The buying behavior of respondents remains consistent regardless of their marital status when making decisions about purchasing green products."

5.8. TYPE OF FAMILY AND FACTORS AFFECTING PURCHASING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the type of family of consumers and the factors affecting purchasing Behaviour for green products is given in Table 5.8

TABLE 5.8 TYPE OF FAMILYAND FACTORS AFFECTING BUYING BEHAVIOURTOWARDS GREEN PRODUCTS

Sl. No.	Type of Family	N	Mean	Standard Deviation	t-value	Sig.
1.	Nuclear Family	440	50.03	6.77	.961[NS]	.337
2.	Joint Family	271	49.53	6.68		

[NS] Non-Significant

Source – SPSS Output

H0: The type of family does not significantly influence the buying behavior of respondents towards green products.

Interpretation: An independent t-test was carried out to explore whether a significant difference exists in the buying behavior towards green products based on the type of family of the respondents. The non-significant t-value of 0.961 at the 5% significance level (p=0.337), as observed in the table, leads to the acceptance of the null hypothesis. Therefore, we conclude that "The buying behavior of respondents does not vary based on their type of family when deciding on the purchase of green products."

5.9 SIZE OF FAMILY AND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

The relation between the size of the family of consumers and the factors affecting buying behaviour for green products is given in Table 5.9

TABLE 5.9

SIZE OF FAMILYAND FACTORS AFFECTING BUYING BEHAVIOUR FOR GREEN PRODUCTS

Sl. No.	Size of Family	N	Mean	Standard Deviation	F-value	Sig.
1.	2 – 3 members	289	50.19	6.87	.923^{NS}	.337
2.	4 – 6 members	305	49.63	6.44		
3.	Above 6 members	117	49.51	7.14		

^{NS} Non-Significant

Source – SPSS Output

H0: The size of the family does not significantly influence the buying behavior of respondents towards green products.

Interpretation: An F-test was conducted to ascertain whether a significant difference exists in the buying behavior towards green products based on the size of the family of the respondents. The table indicates a non-significant F-value of 0.923 at the 5% level of significance (p=0.337). Therefore, we accept the null hypothesis, suggesting that "The buying behavior of respondents does not vary based on the size of their family when deciding on the purchase of green products."

6. CONCLUSION

The validation of the null hypothesis confirms that demographic factors have no significant influence on consumers' buying behavior toward green products.

The comprehensive analysis demonstrates a lack of notable differences across demographic variables—such as gender, age, occupation, income, education, family size, and family type—in relation to the factors shaping consumers' purchasing decisions for green products.

In the context of market segmentation based on demographics to examine buying behavior related to green products, manufacturers should look beyond this analysis. A more effective approach involves prioritizing the evaluation of consumers' perceptions and attitudes toward green products. This deeper understanding enables the formulation of strategic initiatives that align with consumer expectations, fostering improved market engagement and adoption of green products.

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MANAGING RESEARCH INTEGRITY IN ACADEMIC RESEARCH

Dr. Sumanta Dutta, *Assistant Professor, Post Graduate and Research Department of Commerce (M. Com) St. Xavier's College (Autonomous), Kolkata*
E-mail:*sumantadu@gmail.com*

1.INTRODUCTION:

Research is all about creating new knowledge and understanding through in-depth observations from the view point of the researcher. Since researcher work in a dynamic global research ecosystem where multiple stakeholders with diverse interests are involved, it is necessary for them to maintain research integrity. Such integrity is based on a set of commonly shared values that include ethics, relevance, transparency, respect and accountability etc. Research related misconduct is not a new phenomenon. Such academic level of misconduct can occur at any stage of the research cycle from the initial stage of selection of the research problem, followed by the dissemination of the research outputs among others. So, we have to maintain the research integrity at every stage of our research journey. A researcher requires adherence to some basic ethical practices. Since, all Higher Educational Institutes (HEIs) under affiliated bodies like UGC and AICTE within India are also entrusted with the responsibility of training young minds with the appropriate methods of research.

2. SCIENTIFIC MISCONDUCT& RESEARCH FRAUD:

Scientific misconducts are on the rise due to the increasing emphasis on research by many academic institutions in order to enhance their credibility. A review of the literature shows various reasons behind this trend, starting from the difficulty of publication to the constant pressure to publish in academia.

On the other hand, research fraud is an unethical process where publishing data were not generated via true experiments or observations, but through data manipulation process. Following frauds are find in scientific and research publishing: FFP (Fabrication; Falsification & Plagiarism). We will discuss the issues related to academic dishonesty with the help of few cases:

3. MANAGING PUBLICATION ETHICS:

3.1 CASE I: MANAGING AUTHORSHIP

As an author of the paper, we can contribute for the development of the manuscript in at least one or more of the following ways as per the guidelines of COPE. These are:

- Contributed significantly in the concept development and/or design of the entire research work;
- Research data acquisition, analysis, and/or interpretation of data during the research work;
- All possible drafting/editing of the research work or revising of it critically done by the person.

TYPES OF AUTHORSHIP

- Ghost authorship
- Guest authorship
- Gift authorship

COPE GUIDELINES TO AVOID AUTHORSHIP ISSUES:

- SUBMIT: Adopt a transparency policy around who contributed to the submitted work in various capacity.
- ENCOURAGE: Create awareness about use of emerging standards like ORCID.
- BEHAVIOUR: Check unusual patterns of behaviour that may create authorship problems.

3.2 CASE II: CONFLICT OF INTEREST

Conflicts of interest may influence the judgment of author, reviewers, and editors at large. The editors, authors, and peer reviewers should disclose their true interests or maintain transparency during the work undertaken, otherwise that might affect their ability to present or review work objectively. Some of the best possible ways to avoid it are given below:

- Adopt a policy of comprehensive disclosure policy especially with respect to the financial conflicts;
- Use scientific merits while providing a grant or during manuscript evaluation;
- If there exists any doubt or ambiguity, editors should opt for greater disclosure from the author;
- Editors should publish a confirmation in that context if there are no conflicts of interest.

3.3 CASE III: DATA FABRICATION AND FALSIFICATION:

During research data fabrication is a common phenomenon. In this situation, the researcher did not actually undertake the research study in a true sense, but they used faked data. Data falsification, on the other hand, means that the researcher did the experiment, but tactfully manipulate some of the data generated from their field report.

3.4 CASE IV: MULTIPLE SUBMISSIONS:

It is not ethical to submit the same manuscript in more than one journal at the same time without prior permission from the earlier authority. Doing such unlawful act is nothing but wastage of time to editors and peer reviewers who are evaluating the paper, and it can subsequently damage the reputation of the researchers. If the journal authority came to know that the paper was submitted and published later on in more than one journal, they can retract the paper.

3.5 CASE V: REDUNDANT PUBLICATIONS

It can occur when two or more papers, without proper cross reference, share the same hypothesis, data, sample size, identical methodology, or similar type of conclusions. The following ways such unethical act can be undertaken by a researcher.

- Reproduction of an article already published using similar sample and methodology;
- Assembly of two or more articles in order to create another article;
- Reporting of different observations from the same study sample;
- New data is added into the preliminary article.

WAYS TO AVOID DUPLICATE/ REDUREDUNDANT PUBLICATIONS:

- There was no need to be repeated the same published data unless further confirmation;
- Use proper citation in all related papers, including those papers which are under review;
- Make full disclosure about your previous submissions;
- Authors must clear in submitting a manuscript what new information it contains;

3.6 CASE VI: SALAMI SLICING

In other words, authors divide their entire research findings from a single study into minimally publishable pieces. Unlike duplicate publication, which involves representation of the exact same data in two or more publications. At the time of submission, authors should disclose details of related manuscripts closely related to the manuscript under consideration

3.7 CASE VII ISSUES RELATED TO PLAGIARISM:

As per UGC guidelines plagiarism means an act of academic dishonesty and a breach of ethics. (UGC, 2018). In other words, it means the use of others published and unpublished (e.g. un-published theses and dissertations) or may be taken someone’s ideas or words (or other intellectual property) without proper attribution or permission and presenting them as original rather than derived from an existing source.

Recently, UGC, a statutory body the Government of India has adopted a new policy on July 23, 2018 related to academic integrity and plagiarism in HEIs. The guideline issued by the UGC on “Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institutions” adopted by the University Grant Commission (UGC) has issued various levels related to plagiarism based on ascending order of severity (see. Table: 1).

Table:1 Levels of Plagiarism[1]
(Based on UGC recommendation based on ascending order of severity)

Level of Similarities	Characteristics
Level 0	Similarities up to 10% i.e., minor similarities, no penalty
Level 1	Similarities above 10% to 40%
Level 2	Similarities above 40% to 60%
Level 3	Similarities above 60%

Source: UGC Guideline (2018)

4.ETHICS OF PUBLICATION: A FINAL REVIEW

- Not based on plagiarized content;
- Accuracy;
- Protect the identity of the respondents;
- Due acknowledgement must be given for any information generated from web;
- Give attribution in all related papers, including those submitted but not yet accepted;
- Avoid all possible types of authorship which includes Guest, Ghost and Gift authorship;
- A work which is submitted and accepted for publication should not generally, be announced to public before its formal appearance;
- Reproduction of an article based on a previous work done using identical sample and outcomes;
- Multiple submissions are unethical;
- Getting suggesting from friends/acquaintances as potential reviewers is also unethical.

5.CONCLUSION:

Finally, we can say that, trust becomes a major dimension in the process of research, and its output is essential in developing a healthy knowledge driven society. So, research should be conducted based on the culture of research integrity.

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[1] The University Grant Commission (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institutions) Regulations, 2018.

HARNESSING DIGITAL FINANCE FOR SUSTAINABLE GREEN INVESTMENT: A PATHWAY TO A LOW-CARBON FUTURE

Mrs. Nisha Saurabh Kumari, Assistant Professor, Tecnia Institute of advanced studies,
nishasaurabhr0303@gmail.com
Dr. Archana Dixit, Associate Professor, Tecnia Institute of advanced studies,
dixit.archna9@gmail.com
Dr. Sheenu Arora, Assistant Professor, Tecnia Institute of Advance Studies,
sheenua0702@gmail.com

Abstract

One of the primary objectives of economies nowadays is to increase energy efficiency in order to promote the global economy. To improve energy efficiency, the UN General Assembly has recommended that the SDG7 proposals be taken into account. Prior to proposing three theories, the paper gives a summary of the theoretical framework that digital finance employs to improve sustainability and financial efficiency. Next, a DEA-BCC model and a super-efficiency DEA model are used to evaluate various financial efficiency levels in 31 Chinese provinces.

Each of the three hypotheses is further investigated in this study utilizing the projected financial efficiency values, an LSDV model, and a random effects model that takes cross-sectional correlation problems into consideration. The findings show that (i) technological advancement is the main driver of every Chinese region's increased financial efficiency, with the scale effect's contribution to this improvement diminishing;

The expansion of digital finance's coverage reach and depth of acceptance are important variables in the advancement of financial efficiency, with the latter having a stronger positive impact. (ii) The rise of digital finance does play a major role in increasing regional financial efficiency. Therefore, policymakers and financial institutions can find this study to be a useful resource in order to achieve sustainable financial inclusion and better understand the relationship between digital finance, financial efficiency, and sustainability.

Keywords: digital finance; financial inclusion; financial efficiency; sustainability.

Introduction

The achievement of the 17 Sustainable Development Goals (SDGs) and limiting global warming to 2°C requires an estimated $4 trillion USD annually. However, there is a $2.5 trillion USD investment gap, covering only 35% of the necessary funds. If urgent actions are not taken, the cost of removing carbon from the atmosphere may reach $535 trillion USD by 2100. Immediate reductions in carbon emissions, at a rate of 6% per year from 2013, could lower this cost significantly to $100-$200 billion USD annually. Political commitment, technological innovation, and financial transformation are critical to addressing this challenge.

Sustainable finance is gaining momentum, with the global financial community pushing for innovative solutions. The G20 report, the IMF/World Bank's Bali Fintech Agenda, and other initiatives emphasize the role of financial technology (fintech) in reducing costs and creating opportunities in sustainable investment. Blockchain, artificial intelligence (AI), and the Internet of Things (IoT) offer potential solutions for overcoming barriers to sustainable finance and creating new financial products and markets. Governments and financial institutions must work together to support low-carbon economic models, protect resources, and promote societal well-being.

Green Growth and Sustainable Finance

Green growth integrates economic development with environmental protection, separating pollution from economic progress. It ensures financial advancement while providing resources necessary for industrial and social activities. Developed nations have already adopted green financial practices, including reducing, reusing, and recycling. The emergence of the "green economy" reflects efforts to restore ecological balance and promote sustainability.

Green technology innovation focuses on minimizing environmental impact while maximizing resource efficiency. Industries such as metal smelting and heavy chemicals contribute significantly to pollution. In China, businesses seek modernization through green technology adoption. However, funding constraints hinder their ability to upgrade infrastructure in an environmentally friendly manner. Local financial departments impose strict profitability and risk regulations, limiting green technology adoption. Unlike traditional green finance, digital financing integrates digital technologies with financial services, enabling broader access and innovation.

Sustainable Digital Finance

Sustainable digital finance refers to funding and financial arrangements leveraging digital ecosystems, including:

- Blockchain and Digital Tokens: Ensuring transparency in transactions.
- Crowdsourcing and Peer-to-Peer Lending: Expanding access to capital.
- Artificial Intelligence and Big Data: Enhancing decision-making in green investments.
- Internet of Things (IoT): Improving real-time monitoring of environmental impacts.

Fintech innovations reduce costs, drive financial inclusion, and foster sustainable markets. Collaboration between banks and fintech firms has shifted from competition to partnerships, increasing investment in sustainable finance. Banks must integrate sustainability into their strategic frameworks to maintain relevance. Sustainable digital finance offers a promising opportunity to engage millennials who prioritize sustainability in their financial decisions.

Role of Digital Finance in Sustainable Investment

1. Innovations in Digital Finance
    - Blockchain & Distributed Ledger Technology (DLT): Enhances transparency and accountability in green investments, tracking carbon credits and renewable energy certificates.
    - Artificial Intelligence & Big Data Analytics: Identifies high-impact investment opportunities and optimizes portfolio management.
    - Fintech Platforms: Democratize green investments by enabling individual participation.
    - Decentralized Finance (DeFi): Uses blockchain to provide financial services without intermediaries, offering new avenues for green financing.

2. Enhancing Capital Flow into Green Investments
    - Lowering Transaction Costs: Eliminating intermediaries reduces financial barriers.
    - Global Capital Access: Digital platforms enable cross-border green investments.
    - Real-time Monitoring & Reporting: Blockchain-based smart contracts enhance transparency.
    - Financial Inclusion: Expands investment access to underserved populations.

Challenges to Digital Finance Adoption in Green Investment

1. Regulatory and Legal Barriers

Fragmented regulatory frameworks create uncertainty for digital finance applications in green investments. Clear, consistent regulations are necessary to build investor confidence.

2. Data Privacy and Security Risks

As digital finance depends on big data, privacy and security concerns must be addressed to maintain trust.

3. Digital Divide and Financial Exclusion

Limited internet access, digital literacy, and financial infrastructure hinder participation in digital green finance, particularly in developing economies.

4. Market Volatility and Speculation

The speculative nature of digital assets can create instability, reducing investor confidence in long-term green investments.

Framework for Leveraging Digital Finance in Green Investment

1. Regulatory Harmonization
   Governments must collaborate on standardized regulations for blockchain, green bonds, and carbon credits to facilitate sustainable investment.

2. Investment in Technology
   Developing secure and efficient digital finance platforms requires investment in AI, blockchain, and fintech.

3. Financial Literacy and Inclusion
   Education programs and user-friendly digital platforms can bridge the financial inclusion gap.

4. Stakeholder Collaboration
   Governments, financial institutions, tech companies, and NGOs must work together to create standardized ESG indicators and sustainability protocols.

5. Impact Measurement and Reporting
   Automated reporting through blockchain and AI enhances transparency, ensuring green investments align with sustainability goals.

Literature Review

The theory of green finance continued to exist between 2002 and 2006, with the theoretical foun dations of finance being informed by environmental sustainability and used to integrate the fina ncial sector into the larger business world framework (Gumashta and Gumashta 2021, Kamarudi n et al. 2021).

Kassar and Singh (2019) conducted a study on green financial development in which they asked financial firms in growing and global market nations how much they spend on the environment, economy, and society.

Tolliver et al. (2020) who study the environmental Kuznets curve (EKC) theory in Istanbul, state that there is positive association between financial progression and environmental sustainability.

The expansion of the green credit scale for firms has produced numerous ecological and economic benefits. Most of the currently published material focuses on the impact of green credit on companies that cause major pollution, including how green credit is financed and how it impacts environmental quality, R&D investment, debt financing costs, and performance.

Huang and colleagues (2022) [18] used the panel threshold model to study how green finance affects green innovation. They found that the two had a substantial positive autocorrelation. Since the double-threshold impact test discloses another mechanism—namely, that the pushing force of green finance will be diminished as environmental supervision improves—it is advised that the government lessen the regional differences in sustainable development.

Tian et al. (2022) examined between China's green finance policy and the green transformation mechanism to control of highly polluting enterprises between 2009 and 2017 using the propensity score match–difference-in-differences (PSM-DID) model. According to research, high-polluting companies' debt financing restrictions were altered by the green credit policy, which significantly aided in their green transformation. Nevertheless, there is little chance that this beneficial effect will last over time.

Kang et al. (2020) used an control model for South Korea's Green Credit Policy (GCP) to examine the impact of the GCP on the alleviation of pollution in businesses' supply chains. The results show positive response Policy (GCP). After introducing the Green Credit Policy (GCP) as a quasi-natural experiment,

Zhang et al. (2021) examined China's high-pollution firms from 2004 to 2017 using a difference-in-differences model. And his study shows an short term effect

Nenavath (2022) uses the semiparametric difference-in-differences (SDID) approach to analyze how India's green finance rules, from 2010 to 2020, affected industrial carbon emissions and firm strategic operations. The findings demonstrate that business investment and environmental security can both benefit from green finance legislation. The government must also encourage banks to offer businesses more green lending options.

Research Objectives

1. To analyze the role of digital finance in facilitating sustainable green investments
2. To assess the impact of digital financial inclusion on promoting green investments
3. To explore the effectiveness of green digital financial instruments

Conclusion

Digital finance and sustainable investing present significant opportunities to address the global capital shortage required for combating climate change. While traditional financial institutions play a crucial role, they often lack the necessary resources to fund a full-scale transition to a low-carbon economy. Existing financial systems have struggled to generate the massive funds needed for carbon capture technologies, sustainable agriculture, climate-resilient infrastructure, and renewable energy.

However, innovations such as blockchain, artificial intelligence (AI), and financial technology (fintech) have the potential to bridge this financial gap. These technologies create new avenues for capital mobilization, enhance transparency, reduce transaction costs, and widen access to sustainable investments. Blockchain, for instance, is transforming the tracking and validation of green investments. Its decentralized and immutable ledger enables real-time monitoring of environmental outcomes, such as carbon credits, renewable energy production, and ESG (Environmental, Social, and Governance) indices. Transparency in financial transactions increases investor confidence, ensuring that funds are used as intended while reducing inefficiencies in cross-border transactions by eliminating intermediaries.

Big data analytics and AI are also revolutionizing green investment strategies by improving the identification, assessment, and optimization of sustainable projects. AI-driven tools can analyze vast datasets to pinpoint high-impact projects, evaluate environmental risks, and forecast investment outcomes. Machine learning and predictive modeling enhance investor confidence by minimizing uncertainty surrounding financial and environmental returns. This increased reliability makes green investments more attractive to institutional investors, who have traditionally been hesitant due to perceived risks.

Fintech innovations, such as crowdfunding and peer-to-peer lending, further democratize access to green investments by allowing retail investors and those in developing nations to participate in sustainability initiatives. Fintech platforms enable tokenization of green assets and issuance of decentralized green bonds, promoting fractional ownership and broadening investment opportunities. As fintech continues to evolve, more investors will gain access to sustainable investment options, fostering inclusivity in the green transition.

Despite these advancements, several challenges must be addressed before digital finance can fully support sustainable investment. Regulatory uncertainty remains a significant hurdle. While some jurisdictions have made progress in establishing frameworks for cryptocurrencies, blockchain, and digital finance, many others lack comprehensive guidelines tailored to sustainable investment applications. This legal ambiguity increases risks for investors and project developers, potentially delaying the adoption of digital financial solutions in green finance. Governments and international bodies must collaborate to create standardized regulations for green digital finance, ensuring transparency and integrity while mitigating legal risks.

Additionally, clear standards for measuring environmental impact are essential. Establishing guidelines for blockchain-based carbon credits and green bonds will enhance investor confidence in these financial instruments. Without a unified regulatory framework, the adoption of digital finance for sustainable investment will remain slow and fragmented.

Technological limitations also pose significant barriers, particularly in regions with inadequate digital infrastructure. Reliable internet access, secure digital platforms, and robust data storage systems are necessary for digital finance to reach its full potential. However, many developing nations—where green investments are most urgently needed—lack these essential technological resources. Expanding internet accessibility and investing in digital infrastructure will be crucial to ensuring equitable participation in sustainable finance.

Concerns regarding the environmental impact of digital financial technologies must also be addressed. While blockchain can improve efficiency compared to traditional systems, some networks—particularly proof-of-work blockchains like Bitcoin—consume significant energy. To mitigate this issue, the adoption of energy-efficient blockchain models, such as proof-ofstake mechanisms, is necessary. Transitioning towards eco-friendly digital financial solutions will further align digital finance with sustainability objectives.

In conclusion, fostering an environment conducive to digital finance is key to accelerating capital flow into low-carbon, sustainable projects. Digital finance offers a unique opportunity to overcome barriers that have hindered green investment, provided the right legal frameworks, technological infrastructure, and social engagement are in place. By addressing regulatory and technological challenges, digital finance can play a pivotal role in driving the green transition. This will not only help combat climate change but also create a more inclusive and sustainable future for all.

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THE EFFECTS OF COOPERATION AND COORDINATION BETWEEN INTERNAL AUDITORS AND EXTERNAL AUDITORS:

A LITERATURE REVIEW

Professor Prem Lal Joshi, (Former Professor of Accounting at Multimedia University, Malaysia, and University of Bahrain, Bahrain. Currently Editor in Chief: International Journal of Auditing and Accounting Studies (IJAAS). (Email: prem@acadjoshi.com).

ABSTRACT

Presenting a comprehensive literature analysis of the results of internal auditor (IA) and external auditor (EA) coordination and collaboration is the aim of this study. A framework for analysing the literature review of the effects of these relationships on audit fees, corporate governance, internal auditing effectiveness, client services, audit quality, and fraud detection is developed. In order to pick research studies for the systematic literature review, the investigations' approach involved three steps: database recognition, study screening, and selected research study. A variety of databases, including ProQuest, SCOPUS, Direct Sciences, and others, provided the studies. The years 2001–2024 are covered by the literature search. After screening, 931 of the 956 studies that were discovered were eliminated due to their lack of relevance. In the end, 25 studies were chosen for analysis. Despite the fact that most studies show that IA and EA cooperation and coordination increase internal audit effectiveness, the same cannot be stated for audit fees and costs or audit quality due to contradictory results. Although there is some positive effect in fraud detection, client services, and corporate governance, it is unclear how this relationship has affected audit quality improvement as a result of IA and EA's cooperation and coordination. Because the results of previous research show a mixed tendency, there are still uncertainties regarding how IA and EA interactions effect audit quality and audit fees and costs. The literature review shows that there is still a study gap and that the results of this coordination and cooperation are not fully apparent, despite the fact that several studies have been carried out in various nations. More studies are needed, according to the analysis, particularly in developing nations where there are not many studies of this kind and Big 4 audit firms predominate.

Keyword: Internal auditing, External auditing, Cooperation and Coordination, Audit Quality, Audit Fees, Fraud Detection, Corporate Governance, Audit Clients Services, Effectiveness of Internal Auditing.

1. INTRODUCTION

Authorities and stakeholder groups have demanded greater collaboration between internal and external auditors in order to boost audit efficiency (Nkansa, 2024). In this regard, the Institute of Internal Auditors (IIA) and the Auditing Standards Board (ASB) of the American Institute of Certified Public Accountants (AICPA) offer guidelines for the collaboration of internal and external auditors. The internal and external auditors collaborate and coordinate in the area of internal audit work, with the EA reviewing the IA's reports and notifying them of any significant issues, as per International Auditing Standard 610. The IA reviews the EA's reports, identifies areas needing further investigation, takes appropriate action, and schedules meetings and seminars. The dependence of EAs on the work of IAs has thus received more attention in recent years (Brody 2012; Pike et al. 2016). It is assumed that when internal and external auditors collaborate and coordinate, their knowledge will be integrated, with IAs learning from EAs about connected businesses and the organization's environment. Cooperation between internal and external audits is a powerful strategic tool that could revolutionise decision-making, productivity, and risk management, claims Mojapelo (2024). It goes beyond simple compliance.

IAs and EAs have common interests and can benefit from fruitful cooperation (Brody, 2012). EAs can become more efficient and reduce the scope of their audit tasks by utilizing the work of IAs. Coordination and collaboration between them have long been regarded as crucial for the advantages of auditing for businesses and external stakeholders, according to Alzeban and Gwilliam (2014). To achieve the best results for the shared interests and objectives, this coordination and cooperation are ongoing. Maintaining the efficacy of corporate governance is facilitated by IAs' capacity to cultivate positive relationships with EAs (Gramling et al., 2004).A competent and unbiased internal audit function may significantly improve an external audit process (Al-Twaijry et al., 2004). According to Dumitrescu and Boitan (2016), the organization's processes and operations will be more effective and of higher quality if the IAs and EAs collaborate together. Accordingly, there are beliefs that their coordination and cooperation are intended to yield various benefits, as outlined by Etzioni (2014).

Research question: What is the effect of cooperation and coordination between IAs and EAs on audit fees and costs, clients services, detection of frauds, audit quality, effectiveness on internal auditing, and corporate governance? .

Thus, using a previous literature review from 2001 to 2024, the goal of this study is to look over the effects of collaboration and coordination between IAs and EAs on audit fees, client services, fraud detection, audit quality, effectiveness on internal auditing, and corporate governance. Four sections make up the remainder of the paper. The framework, methods, and list of the 25 studies chosen for this literature review are all covered in Section 2. In contrast, Section 3 discusses the results of the chosen studies and how they affect the six areas of coordination and cooperation between IAs and EAs. Conclusions and recommendations for further study are provided in the final Section

Section 2

2.1 Framework of areas for internal and external auditors cooperation and coordination effects

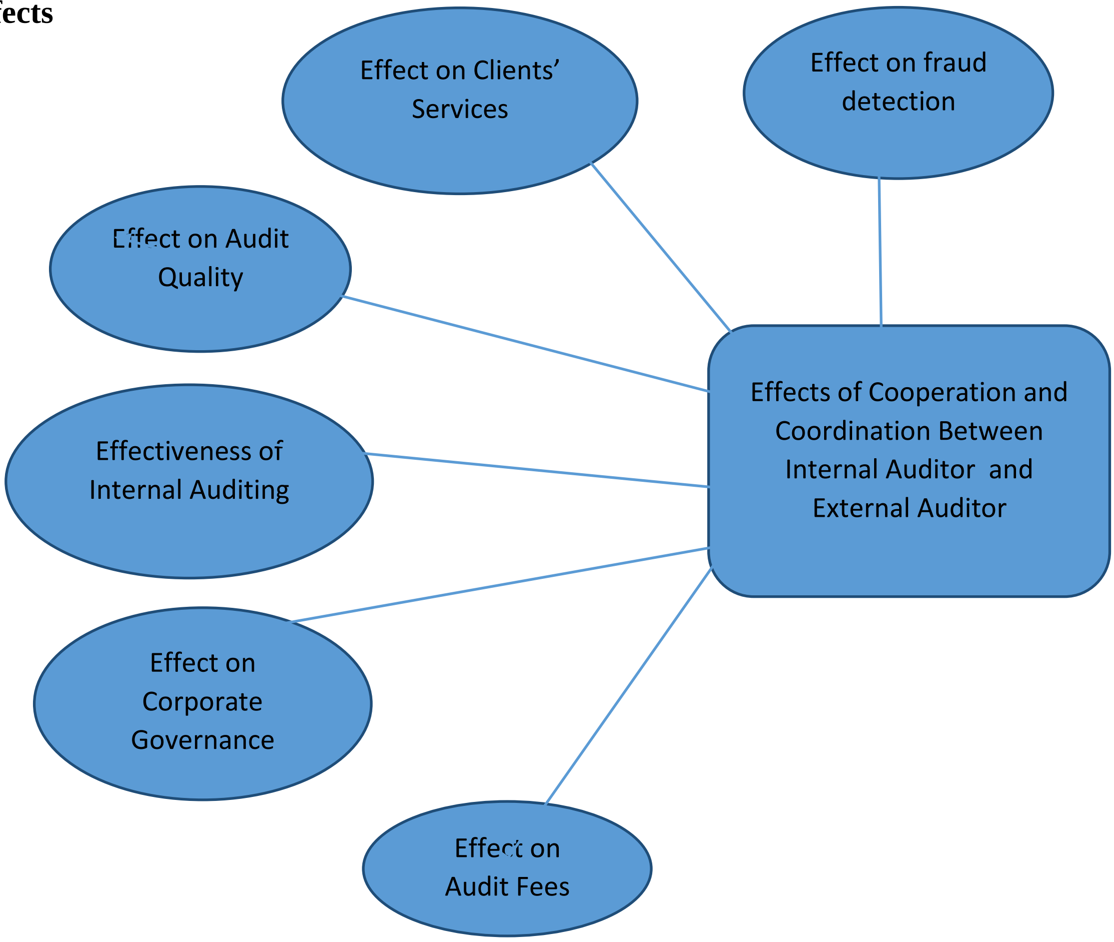

Fig-1 (Source: framework developed by the author)

2.2 Methodology

Numerous academics have proposed a variety of techniques for doing a thorough literature review, including Hardies et al. (2023) and Fisch and Block (2018), just are two examples. Database recognition, study screening, and selected research studies were the three processes used to pick research studies for our systematic literature review. The years 2001–2024 are included in the literature search. Peer-reviewed articles are available through a number of databases, such as SCOPUS, ProQuest, Direct Sciences, and others. Key words and titles such as "interaction," "cooperation and coordination," "interaction," "audit fees," "audit effectiveness," "audit quality," "corporate governance," "fraud detection," "client services," and "internal auditor" (IA) and "external auditor" (EA) were among the search phrases. In the end, 956 studies were found. After screening, 931 studies were removed because many of them lacked full texts, were duplicates, or were irrelevant. 25 studies were ultimately selected for the review.

2.3 Review of prior studies

The researchers' names, the year, the key findings, the direction of the effects, the sample size, and the country where the investigations were conducted are all listed in Table 1.

Table 1: List of key prior studies from 2001-2024**.**

Authors	**Main findings**	**Quantitative or qualitative**	**Sample**	**Effect On**	**Country**
Chui, Pike and Martin (2024)	External auditors collaborate with the IAF for efficient audits, varying based on competence, impartiality, and communication, resulting in more effective and efficient audits.	Qualitative	107 external auditors	Audit quality improves	USA
Mahouat et al. (2024).	The study suggests that enhancing internal audit effectiveness	Quantitative	137 public sector companies	Improves Internal audit effectiveness	Morocco

	necessitates robust management support, competency, and independence, ensuring auditors perform their duties objectively and without any conflicts of interest,, and fostering cooperation between IAs and EAs.				
Al-Sukker et al. (2024)	The study investigates how senior Jordanian EAs evaluate the effectiveness of the internal auditing function (IAF) in Jordanian listed businesses. Results show that work performance significantly influences the perceived success of the IAF. It uses a mixed strategy, considering the small sample size and the	Quantitative & qualitative	35 external auditors and 9 interviews	Positive effect on IA effectiveness	Jordan

	authors' assertion of significant influence.				
Maa, Adwa., & Jalilb (2024)	The interaction between EA and the IAF negatively affects earnings management i.e., audit quality. On the other hand, This study found that the interaction between the AC and the IAF is significantly and negatively correlated with earnings management,	Quantitative	340 firm-year-based observations	Audit fees negatively affected.	Malaysia
Sarkar (2021)	A study of 408 Australian firms from 2017-2018 found a positive correlation between internal audit function quality and external audit fees, suggesting that higher internal audit functions increase audit fees regardless of sourcing	Quantitative	408 listed companies (2017-2018)	Positive: audit fees increased	Australia

	arrangements.				
Al-Shaheen & Bai (2020)	The dependence of external audits on internal audits continue to exist in China. The study emphasizes the importance of maintaining the independence, objectivity, professionalism, and authenticity of internal auditing in China to enhance audit quality and efficiency.	Qualitative	14 semi-structured open ended questionnaire from 7 audit firms	Improves audit quality	China
Azzam et al. (2020)	Participants viewed collaboration between internal and external auditors positively, indicating that objectivity enhances collaboration, thereby improving the quality of financial reporting.	Quantitative	312 external auditors	Favourable impact on audit quality	Jordan
Putra & Mulya (2020)	The efficacy of sound	Quantitative	85 employees	Effective IA leads to	Indonesia

	corporate governance is strongly impacted by the competency of internal audit., which is influenced by factors such as independence, professional capability, the extent of work, and examination.			improvement in corporate governance	
Regoliosi & Martino (2019)	The study indicates that collaboration enhances the reliability of controls and partially prevents duplication of work.	Quantitative	224 external auditors & CAE	Internal audit effectiveness improves but mixed evidence om audit fees	Italy
Poltak, Sudarma, & Purwanti (2019)	The findings indicated that internal audit effectiveness is positively impacted by collaboration and coordination between IAs and EAs, and that management support moderates this effectiveness.	Quantitative	Functional auditors was 91 people (internal and external)	Favourable impact on the efficacy of internal auditing	Indonesi a
Sierra-Garcíaa, Ruiz-Barbadillo,	The results show that fees	Quantitative	Companies listed on the	Impact on audit fees	Spain

& Orta-Pérez (2019)	are higher in businesses with internal auditing departments. Furthermore, there is a complementary interaction between IAs and EAs.		Madrid Stock Exchange with 965 firm-year observations		
Silva , Inacio, & Vieira (2019)	The study reveals that the competencies and characteristics of internal auditors, their activities, and communication with external auditors significantly influence the decision using the work of internal audits. Portuguese external auditors do not perceive audit quality and fees as impacted, while Spanish respondents believe audit quality improves but does not affect fees.	Qualitative	131 respondents for Portugal and 149 respondents for Spain.	Does not improve audit quality	Portugal & Spain
Jabbar (2018)	Audit integration	Quantitative	110 internal, external and	Audit quality performance	Iraq

	between external and internal auditors offers benefits like avoiding duplication, saving time, and providing comprehensive coverage. However, management's ignorance often leads to cautious communication and cooperation, as external auditors aim to uncover mistakes.		academicians	improves and audit expectation gap is changing	
Argento et al. (2018)	The study reveals that as external auditors utilize the work of internal auditors, they potentially compromise objectivity and professionalism. However, external auditors are aware of the implications for audit quality, relying on internal auditors'	Quantitative and Qualitative	8 semi-structured interviews with external auditors; 41 usable responses	Audit quality improves; reduces audit costs	Sweden

	reports. The study highlights the balance between their perspectives on efficiency, independence, professionalism, and audit quality.				
Abbot et al. (2016)	What impact does internal audit competence (independence) have on the quality of financial reporting? "It depends on the internal auditor's independence (competence)."	Quantitative	900 non-bank members of the FORTUNE 1000 (in terms of total sales).	Audit quality effect depends on internal auditor independence	USA
Dumitrescu & Boitan, (2016).	The study explores Romania's key provisions for promoting cooperation between internal and external auditors, aiming to enhance system quality and effectiveness while reducing testing and fees, and	Qualitative	14 internal auditors and 23 external auditors	Audit fees is reduced	Romania

	identifying Romanian auditors' perceptions of cooperation and coordination..				
Drogalas et al. (2016)	According to the study, the audit committee, internal audit quality, and consultation function all have a good relationship with corporate governance.	Quantitative	235 corporations	Positive effect on corporate governance	Greece
Salehi (2016)	The study reveals that the effectiveness of an internal audit department is influenced by various factors such as competency, department size, interactions between auditors, independence, and management support.	Quantitative	355 internal audit manager and 272 other internal audit staff	Communication between IA and EA impacts IA effectiveness	Iran
Mat Zain, Zaman&Mohamed (2015)	The study reveals a positive correlation between IAF	Quantitative	Matched survey of both IAs and EAs.	IA quality improves; audit fees is reduced due to interactions	Malaysia

	quality and audit fees, with a reduction in fees due to external auditors' reliance on IAF, suggesting that higher quality IAF leads to increased external auditor reliance on internal auditors' work.				
Alzeban & Gwilliam, (2014)	Management support for internal audit (IAE) significantly influences both management and internal auditors' perceptions of its efficacy, including hiring qualified employees, allocating funds, improving external auditor relationships, and creating a separate division	Quantitative	203 managers and 239 internal auditors from 79 public sector companies	Positive effect on the internal auditing effectiveness	Saudi Arabia
Brody (2012)	If the external auditor conducted less work and the internal	Quantitative	48 auditors at the senior rank and 48 auditors at the manager	Positive effect on audit fees	USA

	auditor's work was more relied upon, the external audit fees would be reduced.		rank from Big4 and one national firm.		
Garcia-Perez de Lema (2012)	The study reveals that high collaboration between external and internal auditors significantly enhances the likelihood of high-quality financial reporting in companies i.e. audit quality.	Qunatitative	Bank directors	Positive effect on audit quality	Spain
Suwaidan & Quasim (2010)	The study findings reveals that external auditors in Jordan prioritize the objectivity, competence, and work performance of internal auditors, reducing external auditors' efforts due to cooperation and firm size influencing audit fees.	Quantitative	100 external auditors	Positive effect on audit fees	Jordan

Ho & Hutchinson (2010)	According to the findings, audit fees are decreased when EAs rely on IAs' work.	Quantitative	Annual reports of Hong Kong listed companies & questionnaire-based perceptions	Effect on audit fees	China
Felix et al. (2001)	The study indicated that the role that internal audit plays in external auditing has a big impact on audit fees, with a negative relationship. The availability and quality of internal audit also significantly influence its contribution.	Quantitative	70 non-financial services Fortune 1000 firms included IAs and EAs.	Audit fees is significantly impacted but with negative relationship	USA

3. DISCUSSION

Given the increasing significance of interactions between IAs and EAs, scholars like Sawyer et al. (2005) and Wood (2004) have argued that IAs and EAs need to collaborate, appreciate, and leverage one another's abilities. By better coordinating and working together, they can boost the efficacy of auditing operations and benefit from each other's efforts. Regulators and stakeholder groups have advocated for increased collaboration in order to improve audit efficiency. Relationships with other corporate governance parties both influence and are influenced by the coordination and collaboration among auditors. According to Endaya (2014), this interaction lowers audit fees while simultaneously improving audit effectiveness and efficiency. Mutual cooperation reduces job duplication and increases control reliability. One important aspect influencing how much EAs rely on IAS is their degree of commitment to professional standards (Mustapha & Lee, 2020).

Interestingly, 48% of the research conducted in developed countries was included in this study, whereas 52% of the studies included in this review came from developing nations. The following part provides a thorough analysis of the results of the pertinent research and how they affect each of the six areas listed in the framework:

3.1Effect of cooperation and coordination between IAs and EAs on audit quality

The effect of EAs interactions with IAs may be either positive or negative on audit quality. Effective collaboration can yield several benefits for both the auditors and the client they serve, including increased efficiency without sacrificing effectiveness, according to recent studies (Endaya, 2014). Due to their greater familiarity with the business and its surroundings, IAs are seen as a significant source of information. Azzam et al. (2020) studied 312 EAs in Jordan with an 85% response rate, taking this into consideration. Their results demonstrate that the collaboration between IAs and EAs to improve the calibre of financial reporting was positively viewed by the auditors, a favourable and noteworthy impact of objectivity in raising the degree of coordination between IAs and EAs, that raised the standard of financial reporting. Additionally, the technical expertise of the internal audit's work and professional supervision have improved, which has a beneficial impact on the quality of financial reporting. They suggest that EAs should depend upon internal audit works, which may enhance financial reporting quality.

The relationship between financial reporting quality and internal or external audit was examined in a few research studies (Badolato et al., 2014; Abdallah, 2018) with mixed results. Empirical research has shown a positive correlation in the working relationship between internal and external auditors and the effectiveness of the internal auditing function (Alzeban & Gwilliam, 2014).The same findings were reported by Pike et al. (2016), who found that coordination between internal and EAs improve organizational compliance with SOX-related requirements and increases the effectiveness of internal control review. According to Zgarni et al. (2016), improving the overall calibre of financial reporting is the main objective of corporate governance players.

Chui, Pike, and Martin (2024), in a qualitative study, show that coordination has the potential to enhance audit quality by ensuring a thorough and effective examination of internal controls over financial reporting. This is more likely to be achieved when EAs are involved in the development of the IAF's work.

Garcia-Perez de Lema (2012) reports that the probability of having outstanding financial reporting is more underlined in companies where the collaboration between EAs and IAs is very high. While Silva, Inacio, and Vieira (2019) study in the Portuguese context reveals that the cooperation and coordination between IAs and EAs do not improve audit quality. Similarly, Abbot et al. (2016) reports that effect on audit quality depends on audit quality outcome depends on IA's independence.

The study by Al-Shaheen and Bai (2020) in China reveals the ongoing dependence of external audits on internal audits. It emphasizes the importance of maintaining independence, objectivity, professionalism, and authenticity in internal auditing. To a certain extent, external audit relies on internal audit to save time and improve efficiency in order to improve audit quality in China.

Khelil et al. (2018) have qualitatively investigated the vital role that the working relationship between IAs and EAs has in fostering integrity among IAs. The quality of external audits may be negatively impacted by tight collaboration between internal and external auditors, as they are perceived as lacking independence and professionalism (Argento et al., 2018).

3.2Effect on corporate governance

Researchers contend that for corporate governance to be successful, four stakeholders—the audit committee, senior management, external auditors, and internal auditors—must cooperate and coordinate (Gramling et al., 2004). Collaboration between internal and external audits can improve company governance because they are both vehicles of corporate governance. According to Endaya (2014), corporate governance parties contribute to preserving the efficacy of corporate governance.

The internal control framework, which aims to reduce risk and governance concerns, and governance procedures are also examined by internal auditors. As part of the business's external financial reporting cycle, the objective of external audit work is to support the EA's yearly opinion on the financial statements. Pike et al. (2016) describe similar findings, showing that coordination between internal and external auditors improves organizational compliance with SOX-related rules (2002) and increases the efficiency of internal control review.

To achieve the best results for the shared interests and objectives, this coordination and cooperation are ongoing. Maintaining the efficacy of corporate governance is facilitated by internal auditors' capacity to cultivate positive relationships with external auditors (Gramling et al., 2004). The degree of operational coordination and cooperation between auditing firms and internal audit departments was examined by Regoliosi and Martino (2019). According to the results, mutual cooperation reduces job duplication and increases control reliability. Given the growing importance of the internal auditing role and the difficulties that today's EAs face, the authors assert that the findings are highly relevant to internal auditing as a corporate governance tool.

Drogalas et al. (2016) investigated the interaction between the internal auditing function and external auditors in the context of corporations listed on the Athens Stock Exchange. Their study concentrated on the consulting function of internal audit as well as the assessment of audit quality. Using a survey questionnaire methodology, data was gathered, and regression analysis was used for analysis. The findings indicate that internal audit's consulting function, internal audit quality, and the audit committee are all positively correlated with corporate governance.

Putra and Mulya (2020) investigated how the quality of internal audits, as determined by the independence, professional skills, scope of work, and examination of auditors, affected the efficacy of sound corporate governance. According to the report, internal audits are anticipated to encourage businesses to create a strong corporate governance framework to the greatest degree feasible, enabling the company's objectives to be more focused and operational activities to proceed effectively.

3.3 Effect on audit fees

For both internal and external auditors, as well as the customers they serve, there are numerous advantages to efficient coordination and collaboration. Audit fees are reduced, and audit effectiveness and efficiency are increased (Endaya, 2014). According to AICPA (1997), Broye (2009), and PCAOB (2010), external auditors' fees will fall, and their reliance on the client's internal control will increase when the internal auditor plays a substantial role in bolstering internal control.

Previous studies have mixed results on the impact of coordination and cooperation on reducing external auditor fees (Schneider. 2009; Argento et al., 2018; Sierra-Garcíaa., Ruiz-Barbadillo, & Orta-Pérez, 2019; Maa, Adwa., & Jalilb, 2024). However, studies by Sarkar (2021) in Australia and Mat Zain, Zaman, and Mohamed (2015) in Malaysia have shown a positive association with audit fees. Sarkar's (2021) study findings also show a rise in audit fees in Australian context.

The findings of Ho and Hutchinson's (2010) study, which examined the relationships between IAs and EAs in the Hong Kong environment, indicate that EAs rely on the roles played by internal audit, which in turn results in reduced fees. More extensive internal auditing tasks and specific internal audit activities are associated with lower external audit fees. Similarly, the results of Brody's (2012) study indicate that if the IA's work were relied upon more, the EA would do less work, which would result in cheaper external audit fees.

Suwaidan and Quasim (2010) used a sample of 100 external auditors to examine how external auditors perceive the significance of several elements that could affect their dependence on an internal auditor for their external audit. The effect of this dependency on audit fees is also investigated using a cross-sectional multiple regression analysis. The findings show that external auditors in Jordan rank internal auditors' objectivity, skill, and output as critical elements influencing their judgments to rely on them. A mean score of 4.353 was discovered for "objectivity," followed by 4.188 for "competence" and 4.156 for "work performance." The most significant variable in explaining the variation in audit fees paid by the sample companies, according to the results of the multiple regression analysis, is the size of the audited company. The dependent variable is determined to be inconsequential.

Hazami-Amma (2019) looks at 2,160 internal auditors' responses to a 2009–2013 Institute of Internal Auditors Research Foundation survey on the internal auditing profession. The results showed that low external audit fees corresponded with a high-quality internal audit function (IAF). The study's findings support the substitution effect. Additionally, the authors discovered that audit fees will rise when internal audit labour hours rise, suggesting a mutually reinforcing relationship between these factors.

Silva, Inacio, and Vieira (2019) conducted a study on the relationship between internal and external audits and their impact on external audit fees. They surveyed 131 Portuguese and Spanish 149 external auditors, respectively. The results showed that while Portuguese auditors consider the influence of internal audits to be minimal, it does not significantly affect substantive tests, the quality of external audits, or external audit fees. Similarly, Felix et al. (2001) conducted a study on the impact of audit fees on the contribution of internal auditors to external audit work. They created two questionnaires; one was sent to external auditors and the other to audited companies. The study found a negative correlation between audit fees and internal audit's contribution to external audit work, and that the degree of internal audit contribution depends on its availability and quality.

3.4 Effect on the effectiveness of internal auditing

The effectiveness of the internal audit can be achieved by personalizing different interests, roles, and responsibilities that are complementary between the IA, the IA, and management. These same interests are primarily in organizational governance and the effectiveness of financial internal controls that result in mutual dependence so that coordination and cooperation occur, which can increase the effectiveness of internal audit.

Aspects of financial reporting were also encompassed in the growing focus on internal audit's function as a crucial corporate governance tool (Abbott et al., 2016). There could be financial savings when the external auditor may rely on the work of internal auditors (Abbott et al., 2012; Mat Zain et al., 2015). The effectiveness of internal audit is impacted by the cooperation and coordination between internal and external auditors, and management support can control this cooperation and coordination, according to research by Poltak, Sudarma, and Purwanti (2019). Their study indicates that the effectiveness of internal audits is favourably influenced by organizational independence, auditee perceptions, and the interaction between internal and external auditors.

Coordination and cooperation between internal and external auditors have been shown to be effective (Schneider, 2009; Alzeban & Gwilliam, 2014; Salehi, 2016; Badara & Saidin, 2014) and to have a favourable impact on the effectiveness of internal auditing. Coordination and collaboration are being undertaken to ensure adequate audit coverage, minimize job duplication, and lower audit costs. Additionally, it assisted in avoiding unnecessary recurring mistakes. Similarly, the results of Shamsuddin's (2014) study show that interactions between internal and external parties will improve audit effectiveness and efficiency and assist management in providing high-quality public services.

Using 187 questionnaires and interviews, Regoliosi and Martino (2019) examined the degree of operational cooperation and activity coordination between internal audit functions and auditing firms in an Italian environment. Although there isn't complete consensus regarding the value of the internal audit results for the IA activities, the results indicate that cooperation amongst parties improves the dependability of controls and, at least in part, prevents duplication of effort. Given the increased focus on internal audit's function as a crucial corporate governance tool and the new difficulties EAs are facing due to increased audit obligations, these findings are especially pertinent.

Usman, Rohman, and Ratmono (2023) claim that previous research has not sufficiently explained how EAs choose to rely on internal audit work, which impacts audit efficiency, because it has only looked at the relationship between IAs' characteristics, the level of reliance on EAs, and audit efficiency separately. The study's findings indicate that audit efficiency is significantly impacted by the extent to which EAs depend on internal audit work. In the empirical studies carried out by Al-Twaijry et al. (2004) and Oussii and Boulila (2018), evidence was provided in which the researchers found that EAs' reliance can reduce audit costs.

The study results carried out by Usman, Yoshida, and Ratmono (2023) in a sample of 164 EAs (BPK) from 34 representative offices throughout Indonesia indicate that the connection between audit effectiveness and the degree of EAs reliance is moderated by the institutional environment. Similar findings were also revealed by Pike et al. (2016). Al-Garni (2008) suggests that a lack of collaboration between internal and external auditors can reduce the influence of management, competency, and independence on the efficacy of internal audits, suggesting that effective collaboration is crucial.

A study by Al-Shaheen and Bai (2020) has demonstrated that China's reliance on internal audits for external audits is still present. Furthermore, the study demonstrated that external auditing must provide professionalism, independence, and authenticity, while internal auditing must preserve independence and impartiality. To a certain degree, external audit depends on internal audit to increase efficiency and save time, which in turn improves audit quality in China.

Last but not least, Al-Sukker et al. (2024) examine how senior Jordanian EAs assess the efficacy of the IAF in Jordanian listed businesses in relation to internal auditor objectivity, competence, and work performance. Work performance has the biggest impact on how successful IAF is perceived, according to the results of 35 completed questionnaires and nine interviews with senior EAs. Additionally, it was discovered that every variable had a strong impact, with direct ramifications for initiatives aimed at enhancing the IAF's perceived efficacy. Despite the small sample size and the constraints of the authors' assertion of significant influence, the researchers employed a mixed strategy in their investigation.

3.5 Effect on clients services

Collaboration and coordination between internal and external auditors have many benefits, claims Endaya (2014) and Fowzia (2010). This includes detecting fraud and improving internal audit features, which will lower auditing costs; collaboration and coordination affect services for auditing clients (Ho & Hutchinson, 2013). ecause internal and external auditors coordinate and work together, external audits rely on the work done by internal audits, which reduces audit coverage, sample size, and process. It also minimizes work duplication, which makes clients less agitated and uneasy while services are being provided.

Khelil and Khlif (2022) reinforce the perspective of Balafoutas et al. (2020) by asserting that IAs are under pressure to serve several clients with contradictory expectations, such as management, audit committees, and informal social groupings.

Since internal and external auditors have similar goals, effective coordination and collaboration may be advantageous. As a result, they can achieve their objectives and provide audit clients with exceptional service (Endya, 2014). Better service for the client company and information exchange are the results of the two parties' coordination and cooperation (Argento et al., 2018).

3.6 Effect on fraud detection

According to Coram, Ferguson, and Moroney (2008) internal audits are more prone to identify frauds and report within their organizations than outsourcing options can detect. However, only a limited number of studies have investigated fraud risk assessments and EAs coordination from the internal auditing perspective (Wang & Fargher, 2017). The internal audit managers and chief audit executives (CEOs) can use the fraud sensitivity results to evaluate the risk management procedures linked to internal audit quality (Trotman & Duncan, 2018) and coordinate fraud risk activities with EAs. The working connection between internal and external auditors, however, has a favourable impact on the moral fortitude of IAs to disclose unethical behaviour and management fraud, according to Khelil's (2023) research of 163 French internal auditors.

Nkansa's (2024) study investigates the connection between IAs' work and the degree of coordination with the EA about controls testing. An experimental study reveals that while a high level of EAs controls testing coordination reduces the number of substantive testing audit hours that IAs have planned, it also increases their sensitivity to fraud risk. Similarly, according to Wang and Fargher (2017), audit efficiency, audit planning, and fraud risk assessments are all impacted by internal-external audit cooperation.

4. CONCLUSIONS AND DIRECTION FOR FUTURE RESEARCH

4.1 Conclusions

Working together with EAs, IAs strive to improve the effectiveness of internal audits as part of their stewardship. Furthermore, in an effort to boost internal audit effectiveness, management works to promote coordination and cooperation between internal and external auditors. Collaboration and coordination between IAs and EAs enhance the effectiveness of the internal audit function, according to the majority of research findings, which show a favourable trend. This may be influenced by the calibre of the EAs as well as the size and efficiency of the internal audit departments. The scant research that is available on the outcome of this dependence on fraud risk detection shows that the interplay between IAs and EAs improves fraud detection. Similar is the case for corporate governance and client services. On the other hand, it is unclear how this dependency or interaction might impact audit fees and costs due to the trend's inconsistent findings. The limited evidence is inconclusive, making it hard to predict the impact of enhancing audit quality. However, despite the fact that collaboration and coordination may lead to reduced audit fees, audit companies may nevertheless want to work together to retain their clients. While the effect on audit quality is concerned, some research indicates that audit quality is positively impacted, while others show a negative or no effect at all.

Regulators might find the link between the IA and EA to be just as valuable if the evidence collected can help clarify the elements that affect EA's choices about IA. Additional criteria that auditors can use to evaluate the quality of the IA and other related areas may result from this. However, IA and EA might have a complementary relationship as noted by Mat Zain et al. (2015). Because different-skilled IAs and EAs might complement one another in the audit task.

4.2. Future research

To conduct audits effectively and reduce the costs, internal and external auditors must effectively communicate in an effort to collaborate and coordinate. The literature has not done enough on this subject; therefore, future research could focus on it, especially in underdeveloped nations where these issues are most prevalent. According to Mahouat et al. (2024), improving communication channels between internal and external auditors can help internal auditing become more effective. Additionally, the effects of automated remediation on internal audit performance, as well as the interactions between IAs and EAs, on IAF effectiveness may also be investigated. The influence of data analytics employed by EAsmay necessitate additional investigation of its effect on audit quality and fraud detection. Future research may also examine the role that organizational culture plays as a mediating factor in the efficacy of corporate governance and the IAF when collaboration and coordination between IAs and EAs occur.

Because there is a still limited empirical research, the study of interactions between internal and external auditors and how they affect the provision of services to clients needs to be conducted to get a better idea in terms of clients satisfaction with services obtained and challenges faced on the interactions of IAs and EAs, particularly in the emerging economies. Additionally, the majority of previous research examines the coordination issue from the perspective of the EAs; however, since the interactions are reciprocal, it could be intriguing to observe how coordination influences IAs' performance, actions, and audit planning. Research on this topic has been quite limited.

Overall, the study on IAs and EAs interactions and their implications on audit quality, audit fees, corporate governance, IA efficacy, client services, and fraud detection has been thoroughly examined in this review of the literature, with particular attention paid to these findings.

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AN ANALYTICAL OVERVIEW OF THE NATIONAL EDUCATION POLICY 2020: TRENDS, IMPLICATIONS, AND FUTURE DIRECTIONS

Dr. Garima Dhankhar, Assistant Professor, Tecnia Institute of Advanced Studies
drgarimadhankar@gmail.com

Abstract: This study, titled "An Analytical overview of the National Education Policy 2020: Trends, Implications, and Future Directions," aims to provide a comprehensive overview of the National Education Policy (NEP) 2020 by analyzing existing literature and identifying key trends, implications, and future directions. NEP 2020 represents a significant shift in India's educational landscape, and understanding its nuances is crucial for researchers and stakeholders alike. Through a qualitative research approach, this study reviewed 18 research papers that delved into various aspects of NEP 2020. The analysis extracted valuable insights regarding the policy's features, challenges, opportunities, and implementation strategies. By synthesizing findings from these studies, this research serves as a vital resource for understanding the multifaceted nature of NEP 2020 and its implications for the education sector. The findings of this study highlight the diverse perspectives and concerns surrounding NEP 2020, ranging from its theoretical underpinnings to practical challenges in implementation. Key themes explored include the policy's impact on stakeholders such as students, teachers, parents, and educational institutions, as well as its implications for curriculum design, career opportunities, and infrastructure development. Moreover, this study identifies gaps in existing literature and delineates avenues for future research. While current studies offer valuable insights, there remains a need for empirical research to supplement conceptual discussions and address practical challenges faced during the NEP 2020 implementation phase. Research gaps include issues related to mental and financial preparedness, career planning, employment opportunities, and social and cultural effects. Overall, this research contributes to a deeper understanding of NEP 2020 and its implications for the Indian education system. By elucidating key trends, challenges, and opportunities, it provides valuable guidance for policymakers, educators, researchers, and other stakeholders involved in shaping the future of education in India.

Keywords: NEP 2020, National Education Policy, Qualitative Analysis, Literature Review, Research Gaps, Challenges, Opportunities.

I. Introduction

Education policy serves as the foundation upon which a nation's educational sector is built and nurtured, shaping the trajectory of its development and the futures of its citizens (https://www.rand.org/topics/education-policy.html). In India, with its rich educational heritage, the National Education Policy (NEP) stands as a cornerstone document crafted by the Government of India to guide, regulate, and elevate the field of education across the nation.

The evolution of India's education policy can be traced back to 1968 when Prime Minister Indira Gandhi laid the groundwork for systematic educational planning. Subsequent milestones include the seminal contributions of late Prime Minister Shri Rajiv Gandhi in 1986 and, most recently, the visionary directives of Prime Minister Shri Narendra Modi in 2020 (https://timesofindia.indiatimes.com/home/education/news/national-education-policy-2020-all-you-need-to-know/articleshow/77239854.cms). Each iteration of India's education policy has been a manifestation of the prevailing visions and aspirations of its governing bodies, characterized by a continuum of progress building upon its predecessor to address the evolving needs and challenges of the educational ecosystem.

However, it is the NEP 2020 that stands out as a harbinger of transformative change, heralding a paradigm shift in pedagogical philosophy and educational structure. Central to NEP 2020 is the transition from the traditional 10+2 schooling format to the more nuanced 5+3+3+4 model, a holistic framework designed to optimize cognitive development and foster experiential learning. Embracing a philosophy of quality over quantity, the policy underscores the importance of holistic learning experiences, emphasizing analytical, experiential, and discussion-based pedagogies to nurture critical thinking among students. Moreover, NEP 2020 heralds research as a cornerstone of education, integrating it as a core subject in the final year of undergraduate studies.

This research paper provides an analytical examination of the National Education Policy (NEP) 2020, emphasizing its transformative approach to educational reform in India. It delves into the policy's shift from the traditional 10+2 system to the progressive 5+3+3+4 structure, fostering experiential and critical thinking-driven learning. By synthesizing existing scholarship and secondary data, the study highlights the policy's focus on integrating research into undergraduate education and promoting holistic pedagogies. Offering insights into the policy's trends, implications, and future trajectories, this research equips stakeholders with a comprehensive understanding to navigate and contribute to India's evolving educational landscape. It aims to facilitate informed decision-making, empowering educational institutions, policymakers, and learners to collectively shape a resilient and equitable educational ecosystem.

The present research endeavors to undertake a comprehensive review of NEP 2020, leveraging existing scholarship to illuminate its nuances, implications, and potential future trajectories. Through structured objectives and meticulous data collection from secondary sources, this study aims to provide stakeholders in the Indian education system with a nuanced understanding of the policy's multifaceted dimensions. As India embarks on a phased implementation of NEP 2020, slated for completion by 2026, this research serves as a guiding beacon, facilitating informed discourse and strategic decision-making within the educational sphere.

By elucidating the diverse perspectives and scholarly insights encapsulated within the realm of NEP 2020 research, this study seeks to empower stakeholders to navigate the complexities of educational reform and pave the way for a brighter, more inclusive future. As the educational landscape undergoes profound transformations, informed by the principles and directives outlined in NEP 2020, this research aims to contribute to the ongoing dialogue surrounding educational policy and practice in India. Through collaborative efforts and evidence-based analysis, stakeholders can collectively strive toward realizing the vision of a robust, equitable, and forward-thinking educational system.

II. Objective of the Study:

The present research endeavors to pursue the following pivotal objectives:

a. To comprehensively review existing freely available research papers pertaining to the National Education Policy 2020 (NEP 2020), accessible via online platforms.

b. To critically analyze the objectives, research methodologies, and findings of previous studies, thereby elucidating valuable insights into the nuances of NEP 2020.

c. To identify and delineate gaps within the corpus of existing research, thereby paving the way for future scholarly investigations and advancements in understanding NEP 2020.

III. Review of Literature:

The National Education Policy (NEP) 2020 has been a subject of significant academic inquiry, with various studies exploring its key trends, implications, and challenges. This literature review provides a comprehensive synthesis of research on the policy from diverse perspectives, including sentiment analysis, career prospects, stakeholder roles, and implementation challenges.

Dr. Rahul Pratap Singh Kaurav, Prof. K. G. Suresh, Dr. Sumit Narula, and Ruturaj Baber (2020) conducted a qualitative study analyzing sentiments on NEP 2020 using secondary data from Twitter. Their findings revealed a predominantly positive public perception of the policy, with many users recognizing its potential to revolutionize Indian education. Supporting this positive outlook, K. Meenakshi Sundaram (2020) highlighted the policy's multidisciplinary approach, emphasizing its ability to transform career opportunities and influence recruitment trends.

Pawan Kalyani (2020) explored the policy's impact on students, teachers, and parents, emphasizing increased autonomy in subject selection and parental involvement. The study also shed light on the anticipated enhancements in teacher recruitment and the promotion of quality education. Aithal Sreeramana and Aithal Shubhrajyotsna (2020) traced NEP 2020's connection with past educational policies, discussing its innovative practices and implications for teacher education, professional education, and private institutions.

The comprehensive work by Mridul Madhav Panditrao and Minnu Panditrao (2020) examined NEP's objectives and proposed changes across different educational levels. Their study underscored the strategic steps required for effective implementation. Similarly, Pankaj Thakur and Dr. Rajesh Kumar (2021) compared NEP 2020 with previous education policies, emphasizing the importance of a well-defined action plan to overcome implementation challenges.

Several scholars have focused on NEP 2020's implications for higher education. Dr. Hemlata Verma and Adarsh Kumar (2021) proposed design recommendations for higher education institutions, while Dr. Nandini Banarjee, Dr. Amarnath Das, and Ms. Sreya Ghosh (2021) highlighted the advantages of the policy for higher education and suggested strategic implementation approaches. Shashidharan M. and colleagues (2021) examined challenges related to rural students, recruitment shifts, distance education, and grading systems.

In terms of policy execution, Dr. P.K. Jain (2021) identified critical challenges, including funding allocation, infrastructure development, and enrollment improvement. Shubhada M.R. and Nirantha M.R. (2021) stressed the importance of transparent and uniform implementation for the policy's success. Additionally, Gopalan K.R., Nivithra S., and Vezhaventhan D. (2021) conducted a quantitative study on migration effects and perceptions of NEP 2020 in South India, uncovering region-specific implementation hurdles.

Empirical research by Dr. Praveen Kumar Sharma and Sanjeevan Bala (2022) highlighted average awareness levels of secondary school teachers in Himachal Pradesh regarding NEP 2020, emphasizing the need for teacher training and awareness programs. In Jabalpur district, Roshan Lal Sondhiya (2022) found demographic variations in teacher awareness of the policy.

Sector-specific studies have also provided valuable insights. Abhimanyu Kumar (2022) examined NEP 2020's implications for Ayurveda education, revealing both opportunities and preparedness challenges for Ayurveda universities. Dr. Deepa Choudhari (2022) explored stakeholder perspectives on NEP's impact on higher education in Nagpur City, where positive sentiments were tempered by concerns about implementation barriers.

Theoretical analyses have further enriched the discourse. Dr. Ruchi Rani (2022) explored curriculum changes, skill development, and digitalization under NEP 2020. Dr. Prativindhya Saini (2022) examined strategies for policy implementation and its implications for accreditation systems such as the National Assessment and Accreditation Council (NAAC).

Collectively, these studies underscore NEP 2020's transformative potential while acknowledging the practical challenges in its implementation. Key themes emerging from the literature include the importance of stakeholder engagement, infrastructure development, teacher training, and the need for region-specific strategies to ensure successful policy execution. This research endeavors to build upon existing scholarship, offering fresh perspectives and actionable insights to navigate the evolving educational landscape shaped by NEP 2020.

Methodology

This section outlines the research methodology employed in the study titled "An Analytical Overview of the National Education Policy 2020: Trends, Implications, and Future Directions." The research follows a systematic approach to achieve the objectives outlined above, focusing on the review and critical analysis of existing literature related to NEP 2020. The study primarily adopts a qualitative research design, as it is suited for exploring in-depth insights and thematic patterns in the literature

Research Design

The study employs a descriptive and analytical research design. It systematically reviews and synthesizes available literature on NEP 2020 to identify the trends, implications, and future directions highlighted in prior scholarly works. The research involves gathering secondary data, which consists of freely accessible research papers, articles, policy documents, and scholarly publications related to NEP 2020. The data collection process is entirely based on publicly available online sources, including academic databases, open-access journals, government reports, and other credible platforms.

Data Collection

To achieve the study's objectives, a multi-step approach was employed for data collection:

1. Identification of Relevant Literature:

   The first step involved identifying and selecting a wide array of freely available research papers and articles that discuss NEP 2020. A comprehensive search was conducted across several online academic databases such as Google Scholar, JSTOR, ResearchGate, and institutional websites that offer open-access publications. Key search terms such as "National Education Policy 2020," "NEP 2020 trends," "NEP 2020 implementation," and "implications of NEP 2020" were used to gather relevant studies.

2. Screening of Sources:

   Only peer-reviewed articles, research papers, government reports, and relevant policy documents published between 2020 and 2024 were included. To ensure the quality and relevance of the sources, articles that lacked rigorous research methods or were not directly related to the NEP 2020 were excluded. The final selection process narrowed down the research to a set of 40+ primary and secondary sources.

3. Data Collection Time-Period:

   The data collection for this study was conducted between **October 2024 and January 2025**. During this time frame, the researcher focused on acquiring the most recent and relevant studies on NEP 2020, ensuring that the literature reflects the latest trends, implementation feedback, and research findings related to the policy.

4. Secondary Data Analysis:

   Data was collected from the selected research papers, articles, and policy documents. This data includes qualitative analyses, sentiment studies, comparative reviews, and thematic examinations of NEP 2020's impact on various educational sectors. Secondary data analysis was employed to interpret existing studies' objectives, methodologies, findings, and conclusions.

Data Analysis

The analysis of the collected data was carried out in the following phases:

1. Thematic Analysis:

   A thematic analysis technique was applied to the literature in order to identify recurring themes, trends, and patterns across the selected research papers. This process involved categorizing the findings into broader themes such as implementation challenges, career opportunities, stakeholder roles, curriculum development, and educational equity under NEP 2020. Each study was analyzed to identify key factors and trends related to the objectives and outcomes of the policy.

2. Critical Evaluation of Methodologies:

   The study critically evaluated the research methodologies employed in the selected studies. This included an assessment of whether qualitative, quantitative, or mixed methods were used, the reliability of data sources, sampling techniques, and the strength of evidence presented in each study. The goal was to assess the robustness of the methodologies and identify any limitations that could affect the interpretation of the findings.

3. Identification of Gaps:

   One of the key objectives of this research is to highlight the gaps in the existing literature on NEP 2020. By analyzing the methodologies and findings of previous studies, the research identifies areas that have been underexplored or require further investigation. These gaps may relate to specific educational sectors, demographic groups, or unaddressed implementation challenges.

4. Synthesis and Summary:

   The final step involved synthesizing the findings of the various studies to present a comprehensive overview of NEP 2020's trends, implications, and future directions. The research integrates the different perspectives presented in the literature and highlights their collective contributions to understanding NEP 2020.

Data Interpretation

In this section, the findings from the data collected through the systematic review and analysis of existing literature on the National Education Policy 2020 (NEP 2020) are interpreted and discussed. The data interpretation process follows the methodologies outlined earlier and is focused on analyzing the themes, trends, implications, and gaps identified through the secondary data analysis. The interpretation is grounded in a critical assessment of the literature to understand the evolving discourse surrounding NEP 2020 and its impact on the education system.

Thematic Interpretation

The thematic analysis identified several recurring themes across the reviewed literature, each contributing to a nuanced understanding of NEP 2020. These themes provide insights into the policy's anticipated effects, implementation challenges, and areas requiring future research:

1. Implementation Challenges:
   A major theme across the literature is the challenges of implementing NEP 2020 effectively. Numerous studies highlighted that, despite the policy's ambitious goals, its implementation faces significant obstacles such as funding shortages, lack of infrastructure, and regional disparities in educational resources. For instance, studies by Shashidharan et al. (2021) and P.K. Jain (2021) pointed out that rural and underdeveloped areas are particularly disadvantaged in terms of the infrastructure and training required to support NEP's transformative agenda. These challenges underscore the importance of clear action plans and adequate resource allocation to ensure effective policy rollout.
2. Multidisciplinary Approach and Career Opportunities:
   Another prominent theme relates to NEP 2020's emphasis on a multidisciplinary approach to education. Research by K. Meenakshi Sundaram (2020) and Pawan Kalyani (2020) suggest that NEP 2020 will revolutionize career pathways by allowing students to explore diverse academic disciplines. This flexibility is expected to expand career opportunities and reshape recruitment processes, particularly by promoting interdisciplinary skills that are becoming increasingly valuable in the global workforce. This theme indicates a shift in the education system towards preparing students for a dynamic labor market, aligning educational outcomes with the evolving demands of various industries.
3. Stakeholder Roles:
   The role of various stakeholders, such as students, parents, and teachers, emerged as a critical theme in several studies. According to Aithal & Aithal (2020) and Pawan Kalyani (2020), the policy encourages student autonomy in subject selection, but also stresses the importance of parental guidance in helping students navigate these new choices. Furthermore, the role of teachers is central to the success of NEP 2020, with many studies (e.g., Dr. Hemlata Verma & Adarsh Kumar, 2021) suggesting that professional development programs are crucial to enhance teaching quality and adapt to new pedagogical methodologies. This finding highlights the need for a collaborative approach involving multiple stakeholders to achieve the policy's goals.
4. Equity and Inclusivity:

   Many studies emphasize the importance of equity and inclusivity within the context of NEP 2020. Research by Shashidharan et al. (2021) and Dr. Deepa Choudhari (2022) identified that, while the policy aims to provide equitable educational opportunities to all students, including those from disadvantaged backgrounds, substantial barriers still exist. Issues such as Digital literacy, infrastructure gaps, and teacher preparedness hinders the equitable delivery of education, especially in rural and marginalized communities. This theme points to the need for targeted interventions to ensure that NEP 2020 does not widen existing educational disparities.

Critical Evaluation of Methodologies

The methodologies employed in the reviewed studies were predominantly qualitative, with a few utilizing quantitative and mixed methods. The critical evaluation of these methodologies revealed several strengths and weaknesses:

1. Qualitative Approaches:

   Studies using qualitative research designs, such as sentiment analysis and thematic reviews, provided rich insights into stakeholders' perceptions and policy implications. However, many of these studies were based on limited sample sizes or non-representative data, potentially limiting the generalizability of their findings. For example, the study by Dr. Praveen Kumar Sharma & Sanjeevan Bala (2022), which assessed teacher awareness of NEP 2020, was conducted in a specific region (Himachal Pradesh) and may not fully represent the national perspective.

2. Quantitative and Mixed Methods:

   A smaller number of studies incorporated quantitative methods, such as surveys or statistical analyses. These studies, such as those by Gopalan et al. (2021) and Dr. Ruchi Rani (2022), provided valuable data on the awareness levels of stakeholders or the effects of NEP 2020 on educational outcomes. However, the reliance on self-reported data in many cases raises concerns about the accuracy and objectivity of the findings. Additionally, the surveys conducted often lacked longitudinal data, which would be necessary to assess the long-term effects of NEP 2020.

Identification of Gaps

The review of the literature also highlighted several gaps in existing research:

1. Long-term Impact Studies:

   While many studies focus on the initial responses to NEP 2020, longitudinal research is lacking. There is a need for studies that assess the long-term impacts of the policy on various educational sectors, such as primary education, higher education, and vocational training. As Dr. Nandini Banarjee et al. (2021) noted, NEP 2020 is still in its early implementation phase, and its long-term effects on learning outcomes and employability are yet to be fully understood.

2. Sector-Specific Research:

   A notable gap exists in research exploring the sector-specific implications of NEP 2020. While some studies focus on higher education or teacher training, there is a lack of detailed research on how NEP 2020 affects specialized fields such as vocational education, digital learning, and inclusivity for marginalized groups. Future research should delve deeper into these specific areas to provide a more comprehensive understanding of the policy's impact across different domains.

3. Regional Variability:

   Many studies predominantly focus on urban areas or specific states, leading to a gap in understanding how NEP 2020 is being implemented in rural or tribal regions. Research should be conducted to explore the unique challenges and opportunities in these areas to tailor NEP 2020 implementation more effectively.

Summary

The data interpretation highlights that NEP 2020 is a transformative policy with far-reaching implications for the Indian education system. Key trends such as the shift towards a multidisciplinary approach, the need for stakeholder collaboration, and the focus on equity and inclusivity emerged consistently across the literature. However, challenges related to implementation, resource allocation, and regional disparities remain critical hurdles to its success. Furthermore, gaps in long-term impact studies, sector-specific research, and regional variability need to be addressed in future research to provide a fuller understanding of NEP 2020's potential.

This interpretation contributes to the broader discourse on NEP 2020 by identifying key trends, evaluating the methodologies employed in existing studies, and highlighting areas for further investigation, thereby paving the way for more targeted and impactful future research on the policy.

Limitations

While the study aims to provide a thorough analysis of the available literature, certain limitations were identified:

- Limited Access to Some Databases: While many sources were freely accessible, some academic journals and publications required institutional access, which limited the scope of data collection in specific areas.

- Temporal Constraints: Given that NEP 2020 was implemented in 2020, many of the studies available may still be in the early phases of examining its long-term implications, making it challenging to gauge the full impact of the policy at the time of writing.

- Potential Bias in Published Studies: The research heavily relied on publicly available studies, some of which may exhibit biases in terms of sample selection or researcher perspectives. However, a variety of sources were consulted to minimize bias and ensure balanced analysis.

This methodology seeks to provide a comprehensive, critical, and thorough examination of NEP 2020 through the review of freely accessible literature. By synthesizing the findings of various studies and identifying gaps, the research contributes valuable insights into the ongoing discourse on the policy's trends, implications, and future directions, paving the way for future scholarly investigations and informed policy making in the education sector.

Conclusion:

The analysis of existing studies on the National Education Policy (NEP) 2020 highlights its transformative potential in reshaping India's educational framework. However, the absence of clarity regarding its uniform implementation across various educational stages marks a critical juncture in its evolution. As the policy unfolds, emerging challenges, opportunities, and gaps will provide ample avenues for further inquiry.

The NEP 2020 represents a dynamic shift in India’s educational journey, necessitating continuous research to track its implications. While previous studies have outlined foundational aspects such as key features, challenges, and stakeholder perspectives, the current research uniquely contributes by emphasizing the need for empirical exploration. The focus of this research is to examine the practical difficulties encountered in the implementation process, addressing issues such as mental and financial preparedness, career planning, employment opportunities, and social and cultural impacts.

The specific contributions of this research are as follows:

- The NEP 2020 introduces a new era in Indian education, yet its success depends on clear, actionable policy guidance and rigorous execution.

- Ongoing research is indispensable to track evolving trends, understand the full scope of implications, and predict future developments in education policy.

- This research advocates for a mixed-methods approach, enabling a deeper exploration of the NEP's multifaceted impact, thus facilitating evidence-based policy decisions.

- The study underscores the need for collaboration among policymakers, educators, researchers, and other stakeholders to effectively address emerging challenges while maximizing opportunities for educational reform.

- Given the fluid nature of the NEP, it is imperative for research to focus on continuous monitoring, assessment, and flexibility to ensure alignment with the ever-changing educational needs and societal priorities.

This research contributes to a more granular understanding of the NEP 2020, urging further exploration of its practical implementation and guiding the future of educational reform in India.

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ARTIFICIAL INTELLIGENCE- A MODERN APPROACH IN HR

Dr. Ruchi Srivastava, Professor, JIMS, Kalkaji
Email : hodbba.kj@jagannath.org

Abstract:

After the globalization the completion has increased, which is rising with the passage of time. It is a challenge for the companies to not only effective in their approach but also need to be efficient in their performances. It is Artificial intelligence which helps the industry to collect the accurate data and analyze the data and complete the work in a faster and more accurate manner. At present almost all companies are implementing Artificial Intelligence in their functional areas to increase efficiency of employees in organization. Artificial intelligence has entered or entering to various industries and various department like production, quality, Finance, Marketing, HR and Many more. The role of Artificial intelligence in HR spreads to several domains like recruitment, onboarding, Performance appraisal and other administrative activities. AI effects HR with innovation and ease of use. This research paper will give the insights of Artificial Intelligence which aims to bring ease in the life of HR professionals

Keywords : Artificial Intelligence, Human Capital Management, AI in HR. Technology in HR, Human Capital Trends

Introduction:

Artificial Intelligence (AI) is a rapidly advancing technology, made possible by the Internet that may soon have significant impacts on our everyday lives. Systems that can learn, reason, plan, perceive, or comprehend natural language are generally termed AI (Artificial Intelligence). These traits bear both pronounced ethical and socioeconomic issues along with a significant economic promise AI risk misusing this in a number of fields such as Tailored Medicine, Healthcare Information systems, Public Safety, Transport, Education, and even marketing, finance, production, HR. In the coming years AI is expected to find its place in even more sectors. Together with the Internet, AI changes the way we experience the world and has the potential to be a new engine for economic growth.

In 2020 due to coronavirus, 78% of employees were negatively impacted by their mental health which brought new changes and challenges to the way people work and live. The shifting economy and decrease in human interaction have impacted the mental health of many individuals in the workforce. Employees are turning to technology for support, and their organizations have also noticed this change. HR directors must give employees' mental health first priority and give them the resources they need to manage stress, stay focused, and avoid burnout in order to guarantee business continuity, agility, and productivity. Both the corporation and its staff are greatly benefiting from artificial intelligence.

Objectives of the Research Study:

1. To give insight about the Artificial Intelligence.
2. The Role of Artificial Intelligence in Human Capital Management
3. The contribution of Artificial intelligence towards Strategic HRM
4. The Impact of Artificial Intelligence in the Organizational Performance.

Research Methodology: This research paper is descriptive in nature. It is based on Secondary data. The data is collected from research papers, publications, websites, HR blogs and survey reports etc. This research study's primary goal is to comprehend the difficulties facing the human resources department and investigate the role of artificial intelligence in this field.

The Role of Artificial intelligence on the HR

Technology is a collection of tools that will assist in the optimization of processes, while human talent is what will guarantee that innovative solutions are provided, that the plans are executed effectively, and that organizational performance improvements are monitored. Artificial Intelligence originated as a research area in the 1950s, aiming to comprehend the essence of intelligence in living beings, particularly in humans. Regarding the human resources field, this has been one of the sectors most affected by emerging trends and is experiencing a significant transformation in terms of its repositioning and new role within organizations. Human Resource Management (HRM) has evolved into a strategic focus within organizations. HRM has progressed due to economic, political, social, and primarily technological changes, as well as the pressures of competitiveness and operational excellence. It is important to understand that Human Resources Management (HRM) strategy is concerned with employment policies and practices, which encompasses recruitment, selection, evaluation, development and retention of employees, as well as recruitment, consultation, collaboration and cooperation with individuals. The combination of human resources and business strategies is formed by the involvement of HRM's at the organization's top level of decision-making. Consequently, the higher the credibility of information, the more confident the decision-making process will be. In this regard, AI appears as a system of significant relevance, functioning as a supporter and enhancing the efficiency of the Human Resources (HR) domain. Therefore, it is crucial to explore the progression of the use of Artificial Intelligence in Human Resources to comprehend how the growth of researchers' interest in has been implementing AI in HR. This examination of research interest is conducted by determining the progression of the quantity of tool publications, which type of AI has been predominantly utilized, and how it has been applied in this branch of management, so vital for the proper operation of organizations, such as HR. Given that it is a relatively new area of study, it is essential for the academic community to assess what has already been accomplished and to aid future research on the contributions of technology applied to HRM.

Further, researchers also found:

- 50% of workers are currently using some form of AI at work compared to only 32% in 2018.
- The majority workers (65%) o are optimistic, excited and grateful about having Prompt operated or robot co-workers, and nearly a quarter reports having a loving and gratifying relationship with AI at work.

Applications of Artificial Intelligence in HR

1. **Recruitment and Onboarding**

   Even though many companies have started using AI in their recruitment frameworks, the vast majority are still to start doing so. In fact, Deloitte's 2019 Global Human Capital Trends survey revealed that a shocking 81% of respondents considered their organization's processes as average or below average, whilst only 6% believed their recruitment processes bordering on technology was the best. As a result, there is a great transaction of chamber for practitioners to change the way they do things and reap the benefits of this innovative know-how and technology.AI could help both sides of the equation during the recruitment process. For example, job applicant's application procedures could be improved because AI technology can design forms that are easier to fill out, thus lowering the number of incomplete applications significantly. Although this has undoubtedly reduced the workload of human resources personnel, AI tools assist in implementing meaningful recruiting for candidates, which research shows greatly increases the chances of applying for the job. Also, AI technology for candid rediscovery has also been very important. With a former applicant database, AI technology is capable of analyzing the existing set of applicants.

2. **Internal Mobility and Employee Retention:**

   In addition to enhancements in the recruitment process, HR professionals can also leverage artificial intelligence to improve internal mobility and enhance employee retention. According to a recent report from the Human Resources Professional Association, certain AI software can assess key indicators of employee success to determine which individuals should be considered for promotion, thereby facilitating internal mobility. Implementing this can significantly lower talent acquisition costs and increase employee retention rates. This technology extends beyond merely identifying opportunities for promotions from within; it can also forecast which team members are most likely to resign. Gaining this insight promptly enables HR professionals to implement retention strategies before it is too late, which can effectively reduce employee turnover.

3. Automation of Administrative Tasks

One of the primary advantages of utilizing artificial intelligence in various human resources processes is essentially the same as it is across other sectors and fields: Automating low-value, easily repeatable administrative tasks allows HR professionals increased time to engage in strategic planning at the organizational level. Consequently, this empowers the HR department to transform into a strategic business partner within their organizations. Implementing AI software to automate administrative duties can alleviate this strain. For example, a study by Eightfold discovered that HR staff who employed AI software executed administrative tasks 19 percent more efficiently than those departments that do not use such technology. With the time saved, HR professionals can expend more effort on strategic planning at the organizational level.

4. Boosting Learning and Development Programs

The future of learning and development departments utilizing AI will grow significantly in the coming years. These departments will be required to develop flexible and responsive learning programs that can accommodate the distinct needs of employees. Simultaneously, they will leverage data and analytics more extensively to demonstrate their impact on the business. “Learning and development must not only instruct individuals in AI competencies and digital proficiency, but also equip employees for new positions that will certainly demand enhanced human skill sets: analytical, strategic, critical thinking, cultural awareness, emotional intelligence,” she stated. “In response to these shifts, departments are moving towards agile learning frameworks that prioritize individual learning instead of offering generalized solutions for the entire organization.

- Greene outlined several methods by which her organization is embracing a data-driven approach to enhance the employee experience through the integration of AI:
- Customizing the learning experience according to job position, current skill levels, development objectives, and future aspirations while proactively identifying any existing skills deficits.
- Allocating challenging tasks and cross-departmental projects according to employee capabilities and initiatives listed organization-wide through social learning platforms.
- Matching content and providing suggestions based on relevance to the unique needs of individual employees.
- Offering immediate answers to common inquiries through chatbots that all employees can access to submit questions and swiftly receive an automated reply.
- Providing coaching chatbots that leaders can access for extra assistance in their positions..
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5. The impact of AI on Organizational Performance

AI enables organizations to automate repetitive tasks, reducing human errors and increasing efficiency. Machine learning algorithms analyze vast datasets to optimize decision-making processes, improving overall productivity. AI-driven chatbots and virtual assistants streamline customer service, freeing employees for more strategic roles. Predictive analytics further enhance supply chain management by forecasting demand and optimizing inventory levels.AI-powered analytics tools process complex information, uncovering patterns and insights that would be difficult for humans to identify. This improves strategic planning, risk assessment, and resource allocation. AI also enhances real-time decision-making in sectors like finance, healthcare, and manufacturing.

Conclusions

The latest advancements in artificial intelligence are rapidly reaching mainstream. This has resulted in a massive shift in the way people across the world interact. It is believe that AI is a game changer in productivity for HR professionals. One of 2020's HR trends is incorporating more AI tools into everyday operations for better efficiency and work flow. AI provides an opening for mastering new assistances in recruitment, onboarding, learning and development and many other administrative activities. The various applications of Artificial intelligence used in HR provides more free time to HR professional to expand their current roles in order to be more strategic within their organization. The use of Artificial intelligence by HR professional will enhance their analyzing and decision making skills. Despite Various benefits associated most of organizations are still struggling with integrating AI to its HR practices because of cost

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