

Emerging Trends in Commerce and Management: A Multi-Disciplinary Approach (VOLUME-1)

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About the Book

"Emerging Trends in Commerce and Management: A Multi-Disciplinary Approach" is a timely and insightful exploration of the key trends shaping the future of business. The book delves into the ways in which new technologies, shifting consumer behavior, global market dynamics, and innovative management practices are influencing contemporary commerce and management.

Covering a broad spectrum of topics, the book examines the impact of digital transformation, the growing role of sustainability and ethical business practices, the rise of e-commerce and digital marketing, and the integration of artificial intelligence and machine learning in decision-making processes. It also explores the changing landscape of corporate governance, financial management, human resource practices, and entrepreneurship.

With contributions from experts across various domains, this book offers a multi-disciplinary perspective that emphasizes the interconnectedness of different fields in business management. It serves as both an academic reference and a practical guide for professionals who need to understand the emerging trends and adapt to the evolving business environment. The book encourages critical thinking and provides readers with the tools they need to anticipate and navigate the challenges and opportunities that lie ahead in the commerce and management sectors.

Preface

The fields of commerce and management are constantly evolving, shaped by globalization, technological advancements, and shifting socio-economic dynamics. "Emerging Trends in Commerce and Management: A Multi-Disciplinary Approach" aims to provide a comprehensive understanding of these transformations by exploring the latest trends and innovations that are shaping the future of commerce and management. This book takes a multi-disciplinary approach, bringing together insights from economics, technology, marketing, finance, and organizational behavior to offer a holistic view of the current and future business environment.

In an era of rapid change, businesses need to stay agile and adaptable to succeed. The book explores how emerging trends such as digitalization, data analytics, artificial intelligence, sustainability, and the evolving role of leadership are driving new opportunities and challenges for managers and organizations worldwide. By combining theory with practical case studies and examples, this book seeks to equip students, practitioners, and researchers with the knowledge and skills needed to navigate the complexities of modern commerce and management.

Through its multi-disciplinary lens, the book offers valuable insights that can help readers stay ahead in a competitive and fast-changing business landscape, making it an indispensable resource for anyone interested in the future of commerce and management.

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The Role of Emotional Intelligence in Organizational Success

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Abstract

It is thought that emotional intelligence (EI) helps people function at greater levels. Achieving greater performance levels with less resources has become crucial in light of the present pandemic and global economic crisis. In this article review the various literature's study on role of emotional intelligence in organizational success. This review concluded that the emotional intelligence (EI) plays a crucial role in organizational success, particularly in the public sector, where diverse policies and stakeholder interactions shape performance. This study highlights the positive impact of self-awareness on job performance, while inspiring performance also emerges as a key predictor. While self-management and awareness of others show mixed effects, EI remains strongly linked to employee behavior, career success, and overall organizational performance. Effective EI training enhances social networks and influences personal and professional interactions. Notably, the regulation of emotions is a major contributor to job performance, enabling employees to manage their moods and behaviors for optimal workplace success.

Keywords: Emotional intelligence (EI), Organizational Success and performance, Job performance, Leadership efficacy, etc.

1 Introduction

Human experiences are fundamentally shaped by emotion, which affects our everyday functioning in areas including learning, communication, cognition, and decision-making. Attempts to describe and

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comprehend emotions have been made by psychologists for ages. In recent years, academics and professionals have become more aware of emotional intelligence (abbreviated EI) as a unique and valuable resource in organisations [1]. According to recent research, emotional intelligence (EI) is a significant predictor in a number of critical areas, including psychology (e.g., self-efficacy, job satisfaction), behaviours (e.g., organisational citizenship behaviour, workplace deviant behaviour, ethical behaviour), and work outcomes (e.g., career success, leadership effectiveness, job performance). Thus, we contend that EI plays a significant role in shaping organisational development and future expansion [2], [3].

Affective propensity to successfully employ emotional information to accomplish desired outcomes is the definition of emotional intelligence as an individual-level trait. The ability of members of an organisation with high EI to effectively influence the social environment at work and attain high performance via emotional regulation is also seen to be the primary reason why early EI research concentrated on the individual level [4]. Nonetheless, it should be remembered that an organisation is a social structure made up of connections, and the flow of emotional information will have an impact on behaviour at both the individual and cross-level levels [5]. On the one hand, the emotional intelligence (EI) of high-power individuals may have a major effect on team or organisational success as emotional variables constantly influence the choices and actions of organisational members. However, EI may influence other people's emotional or behavioural reactions in social communication. It is also possible to combine individual EI to create a greater degree of group EI [6]. These group norms that efficiently and adaptably handle emotions have cross-level impacts because they not only control the internal emotional states of individuals or teams, but they also have an external impact on the environment of other teams or organisations. EI may be thought of as a hidden "driving force" that influences organisational development as it is an antecedent of organisational performance [7], [8].

A. Emotional intelligence

The capacity to recognise, utilise, comprehend, control, and regulate emotions is referred to as emotional intelligence (EI) or emotional quotient (EQ). The ability to identify and categorise emotions, use emotional information to shape behaviour and thought processes, and modify emotions to fit changing circumstances are all components of high emotional intelligence [9]. This encompasses emotional intelligence. Daniel Goleman, a psychologist and scientific writer, coined the phrase in 1964 and it became well-known after his 1995 best-selling book *Emotional Intelligence*. Emotional intelligence is intrinsic, according to some experts, but it can also be learnt and developed [10], [11].

B. The relationship between emotional intelligence and organizational behavior

One important thing to think about is how emotional intelligence affects organisational behaviour. Using a variety of strategies, as described below, leaders with emotional intelligence may influence the behaviour of their employees and shape the culture of the company they work for [12].

- The capacity to create a positive work atmosphere is one of the characteristics that distinguish emotionally intelligent leaders. The existence of psychological safety, respect, and trust are what

distinguish this setting. In the organisation, this encourages the creation of a culture that values open communication, collaborative working, and creative problem solving.

- Employees' perceptions of the emotional intelligence of their leaders are favourably connected with their degree of organisational commitment. Leaders that possess traits like empathy, understanding, and equality are more likely to encourage loyalty and commitment from their team members.
- Team dynamics are improved when leaders possess emotional intelligence because it promotes better communication, teamwork, and conflict resolution. As a result, the members of the organisation will experience higher levels of cooperation, peaceful interdependence, and group effectiveness.
- Leaders that are emotionally intelligent may provide assistance for their staff members' mental health. Those in positions of power are able to recognise and respond to signs of stress, provide psychological support, and create a workplace that prioritises employees' well-being while keeping their personal and professional lives in balance [13].

C. Components of emotional intelligence

There are four essential components that make up the concept of emotional intelligence [12]:

- The capacity of an individual to regulate and control their emotions, impulses, and actions is referred to as self-management. Even in the presence of challenging circumstances, individuals who possess strong self-management abilities are capable of effectively managing tension, adapting to changing circumstances, and maintaining a constructive perspective.
- Social awareness is the ability to understand and demonstrate empathy for the feelings, needs, and perspectives of others. Leaders with high social awareness can recognise and understand the emotional states of their team members and foster an environment of trust, empathy, and collaboration.
- Relationship management include the ability to create and maintain positive relationships, influence people, and effectively resolve disagreements. A leader with strong relationship management skills may motivate and inspire their team, resolve issues in a positive way, and create a welcoming and inclusive work atmosphere.

2 Literature Review

(Kour & Ansari, 2024) [12] This study's main goal is to examine the importance of emotional intelligence (EI) in connection to organisational behaviour and leadership effectiveness. The study's specific objectives are to investigate the components of emotional intelligence, how they affect leadership behaviour, and how they relate to organisational behaviour. This research concludes by highlighting the significance of emotional intelligence in organisational behaviour and leadership performance. The results highlight how emotional intelligence improves several facets of employee happiness and organisational behaviour. The paper also makes recommendations for future research directions, such as intercultural differences, longitudinal investigations, investigating moderating and intervening variables, creating treatments, and doing comparative analyses.

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(SHARMA, 2023) [14] Examine what influences engineering product firms' business environments and assess how emotional intelligence affects the success of their organisations. Schedules for interviews and the questionnaire will be used to gather the data. With SPSS, a number of statistical tests will be used to analyse the gathered data. The rationale of integrating Emotional Intelligence (EI) intervention with engineering product personnel will be supported by these results. Despite the fact that emotional intelligence (EI) is considered a critical component of organisational efficiency, there are relatively few secondary research in the area of engineering product firms in the subject literature.

(Supramaniam & Singaravelloo, 2021) [15] examines how organisational performance (OP) in the Malaysian public sector is affected by emotional intelligence (EI). 375 valid answers were obtained via a survey instrument that was given to 700 ADOs located in Putrajaya among five chosen ministries. The SMART-PLS method analysis of the obtained results confirms the substantial positive impact of EI on OP and point to the necessity of raising civil servants' EI by incorporating EI indicators and measures into "workforce planning, succession planning, learning and development, recruitment, and organisational development". Emotional intelligence (EI) should be actively used to raise awareness and maturity so that government officials can accept the demanding agile workplace of today.

(Kréń & Séllei, 2021) [9] The objective of our research was to determine whether emotional intelligence can influence organisational performance in financially successful organisations. We obtained information about leaders from Genos EI online surveys and interviews, and we collected data on organisational success from the national TAX system. Our findings indicate that certain emotional competencies are correlated with performance. Specifically, self-awareness, self-management, and awareness of others appeared to affect organisational performance. In our regression analysis, self-awareness was identified as a predictor variable of performance. The relationship between emotional intelligence and performance should be further investigated by incorporating additional performance indicators and leadership styles.

(Baporikar, 2020) [16] Examine how employee emotional intelligence (EI) contributes to better organisational performance. A sample of forty workers was chosen from the company using a qualitative method and a case study research design; after pilot testing, data was collected using a questionnaire. Thematic analysis is used in an interpretive research paradigm, and SPSS is used for the analysis. The results show that workers who are aware of the best practices and enhance organisational performance may benefit from an awareness of emotional intelligence (EI) and how it affects performance. It was also observed that Emotional intelligence (EI) is a strong predictor of work and organisational success, but only if it is promoted and led by individual performance, which is divided into task and contextual performance.

(Rao & Ailen, 2017) [17] An effort has been undertaken to determine the personality intelligence (EI) of managers and how EI affects employee performance. A standardised questionnaire was utilised to gather data from 500 managers in the IT sector, which was then analysed to make inferences. The results of the statistical research showed a favourable correlation between job performance and emotional intelligence. It has been discovered that knowing an employee's emotional intelligence level will help to

achieve the intended result and give managers and staff the appropriate training to help them control their emotions and accomplish organisational goals effectively.

3 Conclusion

Emotional Intelligence (EI) plays a critical role in driving organizational success, particularly in the public sector, where diverse policies and interactions shape daily operations. Self-awareness enables individuals to understand and regulate their emotions effectively, leading to improved job and organizational performance. Linear regression analysis confirms that self-awareness positively influences performance, while inspiring leadership also emerges as a key predictor. However, in certain cases, self-management and awareness of others may have a negative correlation with performance. The study highlights that EI is not only linked to work performance and career success but also significantly impacts employee behavior and workplace dynamics. The integration of EI in recruitment, workforce planning, and leadership development can enhance organizational performance. Additionally, EI training fosters helping behavior and quality interactions, extending beyond professional settings into personal lives. Regulation of emotions is identified as a major contributor to job performance, as individuals who manage their emotions effectively exhibit appropriate behaviors in workplace interactions. Overall, the findings emphasize that advancing EI within organizations can lead to improved employee engagement, productivity, and overall success. By embedding EI in organizational strategies, public administrators and leaders can better meet stakeholder expectations and navigate the complexities of a globally connected environment.

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Emerging Trends in Financial Management: a Technology Driven Approach

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Abstract

Companies now prioritise technological changes in financial management in order to succeed in the digital age. Global banking sector challenges have come from technological innovation and digitalisation. The many studies on new developments in technology-driven financial management techniques are reviewed in this article. This review concluded that the integration of advanced technologies, such as AI-driven financial models and blockchain, is reshaping financial management by enhancing prediction accuracy, risk assessment, and operational efficiency. Digital transformation enables real-time data access, automation, and intelligent decision-making, optimizing financial resources and strengthening security. The digital economy demands a shift from traditional data management to a holistic approach integrating technology with business strategy. By embracing innovation, enterprises can improve internal processes, foster collaboration, and achieve sustainable growth. Intelligent, value-driven financial management is key to navigating the evolving financial landscape, ensuring adaptability, competitiveness, and long-term success in a rapidly digitalizing world.

Keywords: Digital transformation, Financial management, Business success, Blockchain, Digital economy, Business intelligence (BI) technology, etc.

1 Introduction

Enterprise management decision-making heavily relies on financial management. By examining financial management, businesses may comprehend their existing state of operations, spot management and operational problems, and take appropriate action. Financial information management has reached unprecedented heights due to the fast expansion of big data and the swift advancement of information technology [1]. Research on how to use big data efficiently and effectively, how to combine data analysis and business intelligence (BI) technologies, how to combine technical financial management and

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business intelligence, and how to conduct demonstrations to raise the standard of decision-making and data analysis in company financial management will be popular both domestically and internationally [2].

The advancement of digital and financial management information in businesses is not keeping pace in the current information era. High standards for quality and speedy decision-making are set by business finance management in order to enhance management performance and make better use of tools and technology [3]. For a long time, financial operations have been the main emphasis of financial information management in businesses. "Financial information-oriented finance" has been used to highlight previous circumstances, and information and information management have been exclusive [4]. As digital business is built, enterprise is demanded, and financial data is gathered, we need to finish managing "respecting money" and reducing risks. The major objectives are to develop a new digital financial system for businesses, get intelligent management of business finances, and provide helpful information for improved enterprise financial management implementation [5], [6].

A. Finance management

An organization's or individual's financial status is strategically planned and managed to ensure that it is in accordance with their objectives and goals through finance management. In the short and long term, finance management endeavours to optimise shareholder value, generate profit, mitigate risk, and protect the company's financial health, contingent upon the scale of the company [7]. Planning for retirement, college expenses, and other personal investments may be included in finance management when working with individuals. The objective of financial management is to provide guidance to enterprises or individuals regarding financial decisions that may impact their immediate and long-term financial stability [8]. In order to offer beneficial advice, financial management professionals will evaluate investments and finances, as well as a variety of other financial data, to assist clients in making decisions that are consistent with their objectives [9]. In addition, financial management can provide clients with enhanced financial stability and profitability by establishing a strategic plan for the allocation and utilisation of their finances, including the reasons for doing so. Whether the consumer is an individual or a company will determine the manner in which financial management professionals assist them in achieving their objectives [10], [11].

B. Importance of Financial Management

Optimal Resource Allocation: Effective resource allocation reduces waste and increases productivity because of the extent and significance of financial management in businesses. Through strategic goal-setting and performance indicators, businesses may prioritise investments and costs to maximise resource utilisation and achieve long-term growth.

- **Risk Mitigation and Resilience:** Identification, evaluation, and mitigation of risks that might affect an organization's financial health are critical tasks for financial management. Proactive risk management techniques, such insurance, hedging, diversification, and contingency planning, assist companies in anticipating and adapting to operational difficulties, market uncertainty, and economic swings.

- **Strategic Decision-Making:** At every level of an organisation, sound financial management offers insightful information for strategic decision-making. Forecasting methods, performance indicators, and financial data analysis enable executives to successfully manage risks, take advantage of opportunities, and make well-informed choices. Long-term sustainability, competitiveness, and innovation are fuelled by a strategic alignment of financial and business goals.
- **Stakeholder Confidence and Trust:** All parties involved—investors, creditors, consumers, staff, and regulatory bodies—benefit from transparent financial management techniques. Strong connections and stakeholder support are fostered by timely and accurate financial reporting, ethical standards observance, and effective communication, which all increase credibility, transparency, and accountability [12].
- **Long-Term Financial Health and Value Creation:** Long-term financial stability and wealth generation for stakeholders and shareholders are encouraged by a strong financial management plan. Organisations may gain durable competitive benefits in dynamic marketplaces, increase shareholder value, and draw in investment capital by concentrating on liquidity, profitability, solvency, and efficiency measures [13].

C. Technological Advancements in Financial Management

A number of significant technical advancements have fundamentally changed the financial management environment [1]:

- **Cloud Computing:** makes financial data accessible in real time from any location, promoting more flexible decision-making and teamwork. It has made high-level financial operations and analysis more accessible to companies of all sizes.
- **AI and Machine Learning:** With the help of predictive analytics offered by these technologies, CFOs may foresee market trends, spot possible hazards, and formulate well-informed strategic choices. Automating regular chores and transaction processing using AI also frees up time for strategic analysis.
- **Big Data Analytics:** Contains the capacity to analyse extensive financial data, providing insights that can be used to develop more effective and nuanced financial strategies. It significantly contributes to the improvement of forecasting and budgeting accuracy.
- **Blockchain:** Blockchain technology, which is still in the process of development, has the potential to improve the security and transparency of financial transactions. It has the capacity to enhance the efficacy of transaction processing and decrease fraud.

The strategic capabilities of contemporary financial management are collectively enhanced by the unique contributions of each of these technologies to financial operations. These advancements are leveraged by outsourced CFO services to provide traditional financial supervision and a strategic partnership that promotes growth and sustainability for businesses [14].

2 Literature Review

(Du, 2024) [15] To build intelligent financial management in a business, a data-driven method was used by the suggested enhanced metric-based C4.5 decision tree algorithm, which integrates data warehousing, data mining, and analytical approaches. Data mining produced noteworthy outcomes in this investigation. It is evident from the decision tree's root node that if the project budget execution progress at the end of July is higher than 22.79%, it will have a significant impact on whether the project budget can achieve 97% of the year-end budget execution progress. According to the experimental findings, the main objective of financial institutions in business is to handle data effectively, and as of July, more focus should be placed on project budget execution.

(Detthamrong et al., 2024) [16] Key areas of attention are highlighted in the research, such as sector-specific management and fiscal decentralisation. It also reveals gaps in the literature, especially with respect to multidisciplinary and international cooperation. Although PFM is still based on conventional financial management and governance, the findings indicate that there is a rising focus on cutting-edge, contemporary solutions to deal with today's problems. Future research may be guided by the conclusions from this study, which highlight the significance of inclusive financial policy, technology integration, and transparency. Finally, by providing researchers and decision-makers with a more comprehensive view of the field's present trends and future directions, our bibliometric study helps to comprehend how PFM is changing. Subsequent investigations need to concentrate on broadening multidisciplinary methodologies and investigating the pragmatic consequences of developing PFM patterns in various geographical areas.

(Li, 2024) [17] The pervasive attention that a large number of digital applications have received has also led to their implementation in actual enterprise operations. The tempo of transformation must be expedited, particularly for financial management, and the capacity to enhance digital applications and services must be accelerated, in order for enterprises to respond more calmly to changes in the market environment. Financial management has been confronted with increased demands and challenges as a result of the digital transformation. This article utilises this as a foundation to examine the unique requirements of financial management in various application scenarios. It also provides a concise examination of the challenges and opportunities that enterprise financial management encounters in the digital era, with the objective of investigating the evolution of financial management in response to the digitalisation trend.

(J. Liu & Fu, 2024) [18] Using ZH Group as an example, this study examined the present state of enterprise financial control and its requirements from the perspectives of theory and practice in conjunction with particular engineering projects, taking into account the business's real circumstances. The ZH Group's total asset turnover rate dropped by 0.39 times during the course of five years, according to a review of business financial management. Both the company's general operating capabilities and its comprehensive business capabilities still need improvement after five years of business adjustment. Thus, it is imperative that intelligent algorithms be used for financial management.

(Judijanto et al., 2023) [19] A dynamic evolution has been observed in the field of data-driven financial management, which has been characterised by a surge in research output, technological advancements, and interdisciplinary collaborations. McAfee et al., Wu et al., and Gómez-Bombarelli et al. have authored influential works that emphasise the intersection of big data, analytics, and innovative applications in chemistry. Research activity has recently increased, as evidenced by the spread of publication years, which is consistent with the rapid progress of data science. The term occurrences underscore the principal function of "data" and the methodological diversity encapsulated by "approach" and "model." The multidimensional nature of data-driven financial management is emphasised by the synthesis of findings, which encourages future research to incorporate interdisciplinary collaboration, address ethical considerations, and promote explainable AI in finance.

(Avira et al., 2023) [2] seeks to determine how financial management's digital revolution affects financial decision-making, efficiency, risk management, and relationships with outside parties. According to the study's findings, there are several advantages to digital transformation in financial management, including better relationships with external parties due to greater accessibility and higher-quality financial services, enhanced operational efficiency through the automation of financial processes, and real-time access to financial data for quicker and more accurate decision management. A strategic strategy, risk mitigation, and effective stakeholder engagement are necessary for businesses to thrive in the digital transformation of financial management.

(H. Liu et al., 2023) [20] This article presents the design and implementation of a financial management platform that integrates supply chain and blockchain technology. In order to synchronise the bank account payment system, achieve automated money flow, process oversight, and automatically settle account periods based on smart contracts, supply chain finance is integrated with blockchain. "The model view controller (MVC)" structure is chosen as the primary system architecture, and the four functional modules are created using the unified modelling language (UML). The system test results demonstrate that the suggested platform may successfully enhance system security and use blockchain data to provide supply chain finance businesses multi-level financing services.

(Prikhno et al., 2021) [21] The essay examines the idea of information technology and explains its fundamentals in the financial industry. The primary resources for current information technology-based household (or individual) financial management are provided. With the use of the E-Government Development Index, the efficacy of e-government implementation in Ukraine and Eastern European nations is assessed. Using an indicator system, a thorough examination of Ukraine's E-Government Development Index has been conducted. Digital technologies have been researched independently in the context of the economy in general and finance in particular. Analysis is done on Ukraine's and Eastern European nations' digital economy development indicators. The benefits and drawbacks of the contemporary bitcoin market are explained. The primary paths for using AI in finance have been identified.

3 Conclusion

The rapid advancement of digital technologies has transformed financial management, integrating computer intelligence algorithms to enhance prediction accuracy and risk assessment. This study highlights the role of particle swarm optimization and BP neural networks in improving financial forecasting, demonstrating the practical value of AI in financial decision-making. Digital transformation streamlines operations, optimizes resources, and strengthens risk management through automation, real-time data access, and advanced analytics. Blockchain technology further enhances transaction security and supply chain financing, supporting small and medium-sized enterprises. However, financial data security remains a key concern, requiring stringent protection measures and regulatory compliance. The digital economy era necessitates a shift from simple data aggregation to a comprehensive integration of financial management with strategic business functions. Companies must embrace innovation, align financial strategies with technological advancements, and foster a data-driven culture. By leveraging intelligent, digital, and value-driven financial management, enterprises can enhance internal efficiency, strengthen external collaborations, and ensure sustainable growth. The future of financial management lies in the seamless convergence of technology and business strategy, enabling organizations to adapt, compete, and thrive in an increasingly digitalized world.

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Sustainable Commerce Practices: Green Marketing and Ethical Consumerism

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Abstract

Consumers are moving towards eco-friendly goods as a result of growing environmental consciousness worldwide, which makes green marketing a crucial component of modern corporate strategy. This research article reviews the various literature's study of Green Marketing and Ethical Consumerism. The chapter concludes that green marketing has become essential for businesses, offering environmental and economic benefits while enhancing public perception. To appeal to ethical customers and government agencies, businesses are incorporating sustainable practices including waste minimisation, energy efficiency, and environmentally friendly products. Digital marketing plays a key role in promoting green products, as the interest among people using green products increased post-COVID-19. Ethical consumerism, driven by transparency and accountability, influences purchasing behaviour. Third-party certifications strengthen consumer trust, while green strategies encourage sustainable consumption. Businesses must align with ethical values to foster brand loyalty. Addressing global environmental challenges, green marketing remains crucial in shaping responsible consumer behavior and long-term business success.

Keywords; Green marketing, Ethical consumerism, Environmental issues, Digital marketing, Consumer behavior, Business success, Sustainable Commerce, etc.

1 Introduction

In a world where environmental concerns are the most important, sustainable commerce aims to reduce the negative consequences of trade on the environment and society. The whole lifecycle of a product or

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service, from production to disposal, is considered in this all-encompassing approach, which minimizes waste, preserves resources, and promotes social responsibility. Eco-friendly packaging, waste reduction, ethical labour practices, and responsible procurement are just a few of the strategies that make up company sustainability [1]. By concentrating on these methods, businesses may drastically lower their environmental impact and help create a more sustainable future. And in this age of globalization, protecting our natural environment is as vital as keeping our customers and clients. Consumers are aware of the escalation of environmental issues such as land degradation, ozone layer depletion, acid rain, and global warming [2]. As a consequence, consumers' worries about environmentally friendly items for the restoration of ecological balance grew. Consequently, environmentalism is seen as an essential element. As consumers' sensitivity to natural products increases, businesses are beginning to modify their own behaviours and attitudes to address the concerns of the market. In certain ways, this has affected the marketing. Therefore, green marketing refers to the promotion of services and products with an emphasis on the environment. Often referred to as "green marketing," this all-encompassing idea integrates environmentally friendly practices into all facets of product and service design, production, marketing, and sales [3].

A. Green marketing

The promotion of products deemed environmentally safe is known as "green marketing." It covers a wide variety of actions, such as altering advertising, making adjustments to the manufacturing process, changing the product, and using sustainable packaging. But it's not easy to define green marketing. Other phrases that are used similarly include ecological marketing and environmental marketing [4]. "Green, environmental, and eco-marketing" are instances of innovative marketing methods that seek to challenge conventional notions and provide a radically different perspective, in addition to refocusing, altering, or refining existing marketing processes and concepts. More precisely, the collection of tactics known as eco-, green-, and environmental marketing aims to address the discrepancy between the ecological and social reality of "the marketing environment and marketing" as it is now practiced [5], [6].

B. Ethical consumerism

Several terms, such as "ethical consuming, ethical buying, moral purchasing, ethical sourcing, or ethical shopping", are used to describe this kind of consumer activism, which is based on the concept of dollar voting. It is also linked to sustainable and green consumerism. People put it into reality by purchasing things that are manufactured ethically, support local craftsmen or small-scale manufacturers, and safeguard the environment and animals [7]. They also boycott products that harm the environment, use child labor, or involve animal testing. The word "ethical consumer," which is now used broadly, was first introduced in 1989 by the UK magazine Ethical Consumer. Motivated by the criteria-based approach of the then-emerging ethical investment movement, Ethical Consumer magazine made a significant contribution by creating ratings tables [8]. Beginning in 2005, Ethical Consumer's rating tables assigned poor ratings (and total scores) to companies in a number of ethical and environmental areas, such as human rights, animal rights, pollution and toxics, and more. This gave consumers the power to make morally sound purchasing decisions and gave activists trustworthy data on business practices. Consumer

data and business-to-business CSR and sustainability ratings, such as those provided by Innovest, increasingly often use standards-based environmental and ethical evaluations [9], [10].

C. Challenges in adopting green marketing strategies

There are numerous obstacles that Indian companies encounter when attempting to adopt and implement green marketing strategies. Economic, regulatory, and cultural factors are the primary categories into which these challenges can be classified [11].

- **Higher costs:** Because eco-friendly items are made using cleaner technology, sustainable materials, and smaller production sizes, they are often more expensive to develop and produce.
- **Limited access to green technologies:** The newest green technology are difficult for many Indian businesses, especially small and medium-sized businesses (SMEs), to get and afford.
- **Lack of clear and consistent regulations:** Businesses face uncertainty due to India's often changing and ambiguous regulatory framework for green practices and goods.
- **Inadequate enforcement:** Businesses may be discouraged from investing in compliance due to the inconsistent or absent enforcement of environmental regulations, even when they are present.
- **Limited incentives:** It may be challenging for businesses to defend the extra expenses related to green marketing when there aren't any significant government incentives for green efforts, such tax cuts or subsidies.
- **Low environmental awareness:** Even with increased concern, Indian consumers' general level of environmental knowledge is still low, especially in rural regions.
- **Resistance to change:** Introducing new, environmentally friendly alternatives might be difficult due to traditional consumption patterns and a preference for well-known brands.
- **Diverse market:** It is challenging to use a one-size-fits-all green marketing approach in India due to the country's enormous and diversified market, which has notable differences in economic levels, educational attainment, and cultural customs.

D. Challenges for ethical consumerism

The absence of adequate labeling and the availability of substitutes in the market are characteristics of many consumer concern areas. Many eager environmental customers were found to be unable to locate "neither the products nor the accurate information to guide their behavior," according to the National Consumer Council (NCC) [12]. Customers lacked the knowledge necessary to make an educated choice on the social and environmental practices of the firm. Because there isn't a perfect alternative that aligns with their ideals, would-be ethical shoppers are compelled to make decisions based on incomplete information [13]. Given that consumption tends to contribute to un sustainability, the idea that an ethical consumer may successfully aid in guiding society toward sustainability is naturally called into doubt. Furthermore, these techniques may often be deceptive; occasionally, they might generate new problems while resolving existing ones related to sustainability [14]. Unbeknownst to them, customers may be misled by eco-labels' absence of a comprehensive systems approach to sustainability. A preliminary

analysis of contemporary ethical consumption trends from the standpoint of strategic sustainable development revealed both their advantages and disadvantages [15], [16].

2 Literature Review

(Kumar, 2024) [17] This essay aims to comprehend the reasons behind, actions taken by, and consequences of ethical consumption for companies in a range of sectors. It lists the goals of the research, which include analyzing the reasons for ethical consumption, looking at how information affects consumer behavior, and determining how it affects companies. The results show a variety of motives, such as self-interest and altruism that drive ethical consumption. Ethical factors are a major factor in consumers' decision-making as they look for items that reflect their beliefs. To sum up, this study advances knowledge of ethical consumption and its effects on companies. It helps firms interact with ethically conscientious customers in an efficient manner by identifying their motives, actions, and effects. Businesses must put ethics, accountability, and transparency first if they want to fulfill the changing needs of this expanding market sector.

(Rawat & Pande, 2024)[11] Examining the concept's development, strategic importance, and the challenges faced by enterprises in this space, this critical study aims to provide light on the green marketing environment in India. The findings highlight the fact that environmental goals are advanced and company competitiveness is enhanced via the use of green marketing strategies. The paper concludes that the resolution of contemporary ecological challenges can be substantially influenced by every incremental effort toward environmental sustainability. Therefore, the integration of green marketing strategies is a logical and essential step for organizations that seek to attain societal benefits and long-term sustainability. In order to cultivate a more sustainable future for both present and future generations, it is imperative to promote green marketing, which is bolstered by governmental incentives.

(Nassani et al., 2023) [18] Intends to investigate how ethical consumption is impacted by green environmental measures directly as well as how green marketing influences ethical consumption indirectly and acts as a mediator between the two. Furthermore, this study indicates that psychological factors moderate the association among GES and ethical consumption. The results validate that ethical consumerism and green environmental approach are positively correlated. According to the results,

Green marketing is a combination of ethical consumerism and green environmental strategy. This research contributes to the body of knowledge by highlighting the critical role that psychological variables play in enhancing green environmental initiatives and helping members create ethical consumption habits that will enhance ethical consumption among tourist organizations.

(Kailash et al., 2023) [19] Our goal is to provide a thorough understanding of how ethical issues impact consumer behaviour and to show how companies may profitably target this growing market niche. Consumer preferences and purchasing behaviors are increasingly influenced by ethical considerations, as evidenced by the compelling findings of the research paper. The essay outlines many successful marketing techniques that companies may employ to appeal to and engage the conscientious customer,

including cause-related advertising, open communication in the supply chain, environmentally friendly packaging, and moral storytelling.

(Alkhatib et al., 2023) [20] Take care of digital and green marketing. Tracking the development of the field's study and comprehending the patterns that have been studied in that discipline throughout time are the goals. Within the research field, the five primary topics or categories identified by this study are strategies, difficulties, promotion, consumers, and digital media. In addition to offering practitioners and academics insightful information, these themes also help the general public by educating people about decision-making and encouraging sustainability in digital and green marketing.

(Tomşa et al., 2021) [21] Analyse the impact of sustainable practices on customers' aspirations to behave ethically in the context of politics, society, and the environment. In order to provide an alternate explanation for ethical consumer behaviour, enlightening data may be offered. Three antecedents have been shown to have a major and positive impact on the choice to act as an ethical consumer: the environmental, social, and economic components of sustainable consumption. Businesses who want to actively contact environmentally concerned consumers in this circumstance need to understand how challenging it is for them to make choices.

(Mokha, 2017)[22] The practice of green marketing involves the promotion of products and services that are perceived to be environmentally friendly. The use of eco-friendly items by consumers of various ages and educational backgrounds is examined in this article. In addition to finding a statistical difference among the educational backgrounds of high school students and professionals, this study reveals that younger generations are more likely than middle-aged or older generations to utilize eco-friendly items. This means that people of all ages and educational backgrounds need to be more conscious of eco-friendly goods.

(Medhi, 2015) [23] As a result, green marketing emerged, signifying the growing demand for products and services that are socially and ecologically responsible. Addressing ethical dilemmas and practices is the focus of the Green Marketing idea. A contemporary company must take ethical marketing concerns into account. In order to keep the firm running smoothly, marketing is the foundation of all other operations. Therefore, examining how different organizations use ethics in the marketing field is crucial. Identifying the Green Marketing strategies used by different firms and the advantages they provide is the goal of this research report.

3 Conclusion

In today's competitive business landscape, green marketing has evolved from an option to a necessity, enabling organizations to enhance their public image while contributing to environmental sustainability. By incorporating eco-friendly practices like energy saving, trash reduction, and sustainable material usage, companies may reduce their environmental impact and win over environmentally sensitive customers and authorities. The increasing awareness of climate change has fueled consumer preference for brands committed to sustainability and corporate social responsibility. Moreover, digital marketing has emerged as a crucial tool in promoting green products, particularly in the post-pandemic era, where

interest in sustainability has surged. Ethical consumerism, driven by access to information, transparency, and accountability, has reshaped consumer behaviour, compelling businesses to align their values with those of conscientious buyers. The study underscores the importance of third-party certifications in building consumer trust and highlights the psychological factors influencing ethical consumption. As firms increasingly adopt green environmental strategies to address global challenges like pollution and resource depletion, ethical and sustainable business practices will remain central to fostering brand loyalty and long-term success.

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Artificial Intelligence in Human Resource Management: Opportunities and Challenges

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Abstract

In order to effectively manage personnel in both domestic and international organisations, businesses are incorporating "artificial intelligence (AI) and other AI-based tools into their human resource management (HRM) practices". Over the past decade, the HRM function has experienced a significant increase in the number of AI-based applications. This has resulted in a new wave of research that is both exciting and innovative. The research investigates the social presence of AI and robotics, the influence of AI adoption on corporate and individual outcomes and the evaluation of HRM practices that are facilitated by AI. In this article review the various literature's study on opportunities and challenges in human resource management by using artificial intelligence. This review conclude that AI revolutionizes HRM by automating tasks like resume screening, candidate sourcing, scheduling and data entry, allowing HR professionals to focus on strategic roles. Chatbots driven by AI improve employee assistance and tailored learning pathways suggest training according to career objectives and skill sets. To guarantee the ethical application of AI in HRM, organisations must address transparency, bias and regulatory compliance. While aligning AI with company values, HR professionals are instrumental in ensuring impartiality, data privacy and security. AI requires HR teams to develop new skills and organizations must provide proper training. While AI automates tasks, human interaction remains essential for employee relations and conflict resolution.

Keywords: Human intelligence, Artificial intelligence (AI), Human resource management (HRM), Return on investment (ROI), HR departments, ChatGPT, AI tools, etc.

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1 Introduction

Adoption of technologies such as AI is causing a substantial transformation in the area of "human resource management (HRM)". A subfield of computer science called artificial intelligence (AI) has the potential to drastically alter HRM practices by allowing computers to do tasks that have traditionally needed human intellect [1]. AI can automate repetitive operations, enhance decision-making and provide insightful data. With a focus on its importance, benefits and implications, this introduction provides a broad overview of AI's role in HRM. Historically, "human resource management (HRM)" has included a wide range of activities, such as employee engagement, performance assessment, training and recruiting [2]. These processes often include extensive data analysis, arbitrary judgment decision and drawn-out administrative duties. But as AI has advanced, HR managers now have more chances to expedite these processes and reach data-driven decisions. Thanks to artificial intelligence (AI) technology including "machine learning algorithms, natural language processing and predictive analytics" [3], HRM professionals can now automate repetitive tasks, sort through enormous amounts of data and draw insightful conclusions. Applications may be screened and chosen with the use of AI-powered tools that, for example, evaluate resumes, do video interviews and assess job fit [4]. In addition to saving time and money and reducing prejudice, this improves the quality of hiring decisions. AI may also promote staff development and engagement by providing performance evaluations, feedback and personalized learning recommendations. In order to enhance the overall employee experience, workers may get prompt support and answers to HR-related inquiries from intelligent chatbots and virtual assistants [5], [6]

A. Artificial intelligence

Computational systems' capacity to execute tasks that are customarily associated with human intellect, including reasoning, learning, problem-solving, perception and decision-making, is referred to as artificial intelligence (AI). Computer science research in this area focuses on the development and study of software and methods that allow machines to perceive their surroundings and utilize intelligence and learning to take actions that optimize their odds of achieving specific objectives. Artificial intelligence (AI) may refer to these types of devices [7].

B. Human Resources Management

"Human resource management, or HRM", is the process of recruiting, employing, deploying and overseeing staff. HRM is often abbreviated as human resources (HR). The development, implementation and oversight of policies that govern workers and the organization's interactions with them are often the responsibility of human resources (HR) departments [8]. Originally used to describe the whole staff of the corporation in the early 1900s, the term "human resources" gained popularity in the 1960s. The administration of personnel with an emphasis on the workers as corporate assets is known as human resource management. In this context, employees are sometimes referred to as human capital. Like other business assets, the goal is to use people efficiently in order to maximise return on investment (ROI) and minimise risk [9].

C. AI Adoption and Integration in HRM

The use of "artificial intelligence (AI)" technologies in human resource management (HRM) has grown in recent years. In an effort to enhance decision-making and streamline HR operations, organizations are employing AI-powered tools and systems [10]. A few of the HR operations that utilize AI are "recruitment, employee engagement, performance management and development and learning". In the realm of recruiting, artificial intelligence is revolutionizing the screening and selection of applicants. Artificial intelligence systems may evaluate resumes, conduct video interviews and assess individuals' capabilities in order to promptly identify the most qualified candidates [11]. Not only does this reduce the prejudices that are inherent in traditional employment practices, but it also saves time and money. By providing personalized experiences, AI is also revolutionizing efforts to enhance employee engagement [12]. Chatbots and virtual assistants that are propelled by artificial intelligence have the potential to engage in conversations with employees, respond to their inquiries and offer relevant counsel and support. Organizations may utilize AI-based sentiment analysis tools to evaluate employee emotions and proactively resolve issues in order to foster a positive work environment [13]. Yet another domain in which AI is making substantial strides is performance management. AI algorithms can also identify trends and patterns and offer valuable insights by analyzing data regarding employee performance. The utilization of intelligent performance management tools to establish performance objectives, monitor progress and provide timely feedback may all contribute to improved performance outcomes [14]. Furthermore, AI is enhancing the learning and development programs of organizations. AI-powered learning systems may incorporate the preferences, skill deficits and requirements of individual employees when customizing training materials. Machine learning algorithms may track an employee's advancement and offer tailored recommendations for ongoing training and development [6].

D. Functions of Human resource management

- **Staffing:** the hiring and choosing of staff members via networking, applications and interviews. There are two key components to staffing. Utilizing tools like the media, the first goal is to draw in skilled candidates that fit the organization's objectives; the second is to oversee the hiring resources. Hiring resources may be used by managers to test various tactics.
- **Training and Development:** It entails an ongoing process of educating and molding capable and flexible workers. Here, it is believed that maintaining high staff productivity requires incentive. This includes employee benefits, performance evaluations and prizes. The best workers are encouraged to be brought forward by employee perks, evaluations and prizes.
- **Maintenance:** includes maintaining the commitment and loyalty of the employees to the organization. Management for employee retention entails the implementation of strategic measures to maintain the motivation and focus of employees, thereby ensuring that they remain employed and completely productive for the organization's benefit. A number of organizations expand internationally and establish more diverse teams. HR departments are in charge of making sure these teams are operating effectively and that people can communicate across national boundaries and cultural differences. In addition, the discipline is frequently involved in the acquisition or merger process, particularly for expatriates and it may also engage in mobility

management. The HR function is typically perceived as a support function that assists the business in minimizing costs and reducing risk.

2 Literature Review

(Budhwar et al., 2023) [8] With its use of generative artificial intelligence (AI) models, ChatGPT and its variations have quickly gained attention in scholarly and media discourse on the possible benefits and drawbacks of these technologies in a number of domains, including as "the economy, democracy, society and environment". After ChatGPT was introduced, the AI industry saw the emergence of increasingly sophisticated and powerful generative AI tools, which exacerbated the "AI arms race." This has resulted in increasing uncertainty for workers, the expansion of their business applications and the heightened risks associated with "well-being, bias, misinformation, context insensitivity, privacy issues, ethical dilemmas and security". By doing this, the conversation contributes to the development of HRM research by synthesising research on "AI and generative AI" and connecting it to a range of HRM procedures, practices, connections and results.

(Dima et al., 2024) [15] In order to ascertain the influence of "artificial intelligence (AI) on human resource (HR)" activities, this investigation will analyse the current academic literature. The analysis will focus on the roles of employees, line managers and HR professionals, collectively known as the HR triad, by identifying both opportunities and associated challenges. This research contributes to the ongoing discussion on AI-augmented HRM by examining the theoretical perspectives and managerial implications of our findings, as well as opening up new avenues for future research. This scoping review illuminates the impact of AI on the HR triad's roles by examining the most recent studies on the subject, thereby allowing these primary stakeholders to more effectively prepare for this technological transformation. This is particularly relevant on account of the growing incorporation of AI into HRM operations.

(Vivek Singh Sachan et al., 2024) [16] The integration of AI into HRM presents a variety of challenges, despite the potential benefits. Additionally, the potential for disregarding the complexities of human behavior and emotions by relying on AI for decision-making could undermine trust and morale in the workplace. Ethical considerations are necessary when employing AI in HRM. In order to maintain equity and diversity, HR professionals must monitor AI systems for discrimination and make necessary adjustments. Strong data protection processes and GDPR compliance are essential for safeguarding employee data privacy. In general, the integration of AI into HRM has the potential to enhance organizational success and talent management. Obstacles and ethical concerns must be resolved in order to responsibly leverage its potential. HR professionals may enhance decision-making, diversity and sustainability by advocating for the ethical use of AI.

(Kaur & Gandolfi, 2023) [17] By incorporating Artificial Intelligence into Human Resource Management, organizations can capitalize on their strategic advantage in talent, which is a critical differentiator. The Human Resources function is now more than ever regarded as a trusted advisor, assisting organizations in navigating the transformational phase induced by disruptive technologies. This

research offers a comprehensive understanding of the role of the Human Resources function as a strategic partner in the deployment of AI-related technological advancements. This evolution has contributed to the development of organizational capabilities and the enhancement of competitiveness, resulting in the creation of organizations that are successful in the market. It also examines the obstacles encountered in “Human Resource Management” as a result of the implementation of Artificial Intelligence. Future directions of prospective research in this discipline are discussed.

(Balakrishnan et al., 2023) [6] This survey article examines the current state, problems and future uses of AI in HRM. AI integration into HRM presents challenges that must be overcome. This poll discusses AI decision-making's ethical and legal implications, including bias, privacy and transparency. New AI HRM applications include sentiment analysis, predictive analytics, intelligent decision assistance and tailored employee experiences. The report emphasizes the need of data infrastructure, governance frameworks and a data-driven culture to fully fulfill AI's HRM potential. The current condition, challenges and opportunities for AI in HRM are thoroughly examined in this survey research. It summarizes existing research, highlights research gaps and provides practitioners and researchers fresh insights into how AI will transform HRM.

(Budhwar et al., 2022) [18] The way that work is organized in both domestic and foreign companies has changed as a consequence of the use of these technologies, highlighting potential for decision-making, problem-solving and resource utilization by both individuals and corporations. We present a systematic review on the theme of this special issue and offer a nuanced understanding of the current state of knowledge, future research directions and what is yet to be known. This enables us to establish a future research plan for international HRM that caters to these interrelated issues—the dispersed nature of research and the insufficient quantity of existing literature. Our conceptual framework offers a consistent platform for future research and integrates research on artificial intelligence in HRM. Additionally, we formulate a series of testable hypotheses that guide future investigations.

(Soni & Raju, 2022) [9] In order to enhance their performance and distinguish themselves from their competitors, organizations must endeavor to implement innovative HR practices. HR is not only presented with an opportunity, but also with a necessity to adapt and implement. Currently, HR professionals are focusing on the optimization of the combination of human and automated work in order to create a work environment that is both simple and intuitive. It affords them sufficient time to accomplish the improved employee performance. In order to stay ahead with "AI and advanced machines", the genuine challenge is for the respective human resources division to develop and re-transform its staff to understand AI and work together with AI and robotics.

(Verma & Bandi, 2020) [19] Technology that enables machines to reason, comprehend and complete tasks that were previously performed by humans is known as Artificial Intelligence. The field of artificial intelligence has experienced an exponential increase in the past decade. Information technology (IT) organizations are utilizing artificial intelligence to facilitate the development of rapid and effective decisions. As much as any other field, this is applicable to human resources. Artificial intelligence software has been implemented by HR recruiters to expedite the recruitment process and enhance the

overall efficacy of the recruitment and selection process. Artificial intelligence technologies offer significant opportunities to enhance human resource functions. The authenticity and extent of artificial intelligence in human resources are further elaborated upon in this paper.

3 Objectives Of the Study

- i. To explore the integration and application of Artificial Intelligence (AI) in Human Resource Management (HRM).
- ii. To identify the key opportunities offered by AI technologies in transforming HR functions.
- iii. To examine the major challenges and ethical concerns associated with AI adoption in HR practices.
- iv. To assess how AI influences HR professionals, employees and organizational outcomes.

4 Research Methodology

The main objective of the present study is to analyze the perception of HR professionals regarding the integration and impact of Artificial Intelligence (AI) in Human Resource Management (HRM) practices across different sectors in India. The present study is both analytical and empirical, based primarily on primary data collected through structured questionnaires. The research investigates the perceptions, experiences and insights of HR professionals who are directly involved with or affected by the implementation of AI technologies in HR functions.

a. Sample size and area

The study is based on the opinion of 50 HR professionals, selected using purposive sampling. The respondents represent a diverse mix of industries, including IT, education, manufacturing, healthcare, banking and financial services. The selection was limited to those professionals with direct experience in or exposure to AI applications in HR processes such as recruitment, performance management, employee engagement and learning & development.

b. Data collection

Primary Data: The core database of the study comprises responses collected through a structured questionnaire, designed to capture the perception of HR professionals on the opportunities and challenges of AI in HRM. The data collection was supplemented by telephonic/online interviews and informal discussions with selected respondents for deeper insights and clarity.

Secondary Data: To supplement the primary findings, the study also utilizes secondary sources such as: Research articles, reference books, HRM journals, Government publications and reports on technology adoption and AI in workforce development.

c. Analytical tools used

Data collected through questionnaires were compiled and processed using MS Excel. The following statistical tools and methods were used: descriptive statistics (percentages, frequency distribution), cross-

tabulation, charts and graphs (bar charts, pie charts) and interpretive analysis based on patterns in qualitative responses.

5 Results And Discussion

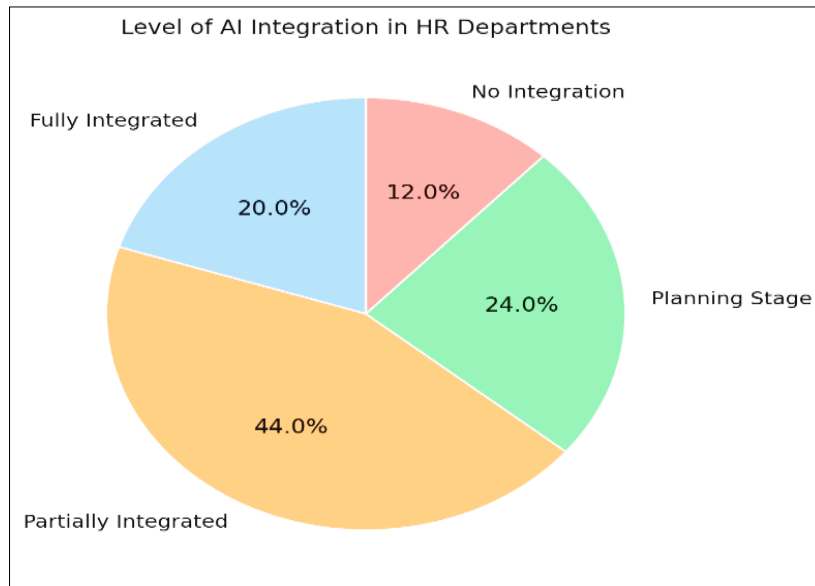
To understand the extent of integration and practical application of Artificial Intelligence in Human Resource Management (HRM), primary data was collected from 50 HR managers and executives across different sectors. The survey focused on areas of AI application, integration levels and challenges faced during implementation.

Table 1: Level of AI Integration in HR Departments

Level of AI Integration	Number of Respondents	Percentage (%)
Fully Integrated	10	20%
Partially Integrated	22	44%
Planning Stage	12	24%
No Integration	6	12%
Total	50	100%

Source: Primary data

A majority of HR departments (64%) have either fully or partially integrated AI technologies, indicating a positive trend toward digital transformation in HRM.



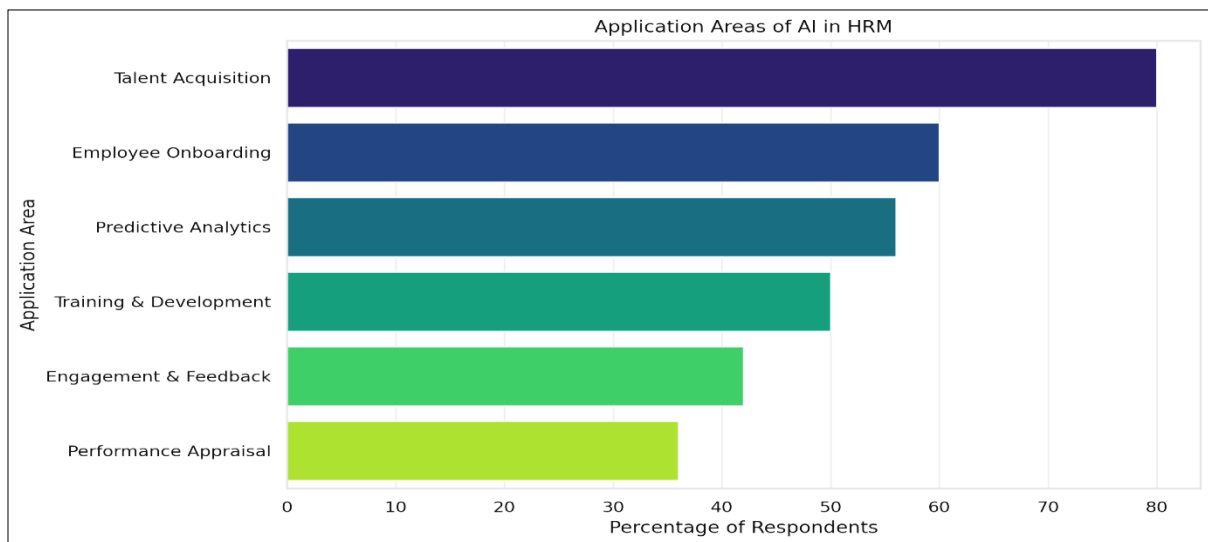
The above pie chart shows the distribution of AI integration levels across HR departments.

Table 2: Application Areas of AI in HRM (Multiple Responses Allowed)

Application Area	No. of Responses	Percentage of Respondents (%)
Talent Acquisition (e.g., resume screening)	40	80%
Employee Onboarding	30	60%
Predictive Analytics (e.g., attrition)	28	56%
Training and Development	25	50%
Employee Engagement & Feedback	21	42%
Performance Appraisal	18	36%

Source: Primary data

Talent acquisition is the most common area where AI is applied (80%), followed by onboarding and predictive analytics, reflecting AI's role in both operational and strategic HR functions.



The above bar chart highlights the percentage of respondents using AI in various HR functions like talent acquisition and training

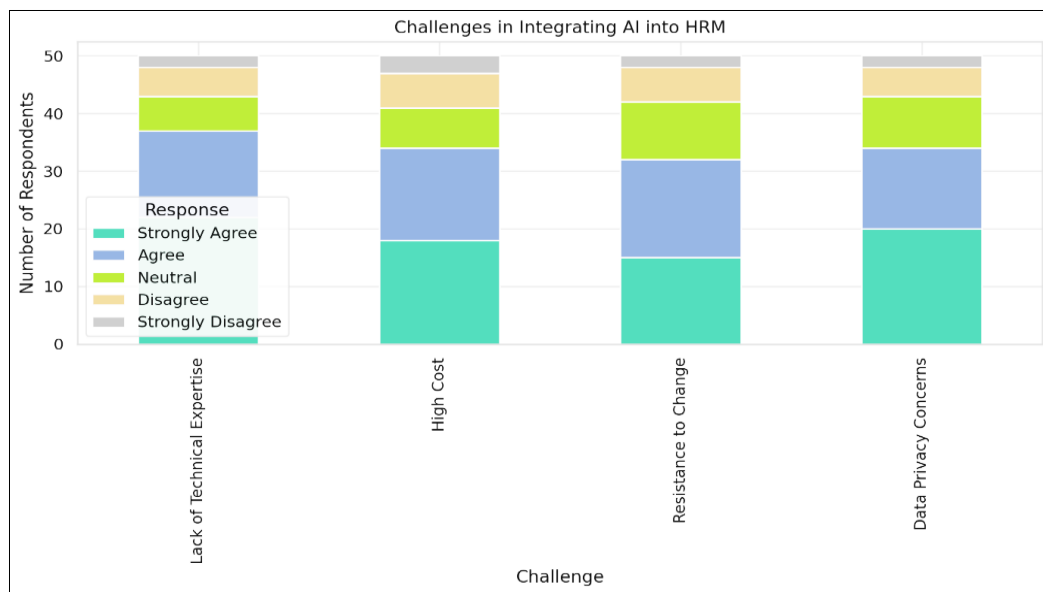
Table 3: Challenges in Integrating AI into HRM

Challenge	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Lack of Technical Expertise	22	15	6	5	2
High Cost of Implementation	18	16	7	6	3

Resistance to Change Among Staff	15	17	10	6	2
Data Privacy and Ethical Concerns	20	14	9	5	2

Source: Primary data

The biggest challenge identified is a lack of technical expertise, with 74% agreeing or strongly agreeing. Cost, change resistance and data privacy are also significant barriers to AI integration in HR.



The stacked bar chart illustrates the challenges HR professionals face in integrating AI, categorized by level of agreement.

To achieve the objective of identifying the key opportunities offered by AI technologies in transforming HR functions, a structured questionnaire was administered to 50 HR professionals from various sectors including IT, Manufacturing, Healthcare, Education and Finance. The data was analyzed to understand perceptions regarding AI implementation in HR, the specific functions it impacts and the benefits perceived by professionals.

Table 4: Awareness and Adoption of AI in HR Functions

Response Category	Number of Respondents	Percentage (%)
Aware and Actively Using AI	20	40%
Aware but Not Yet Using AI	18	36%
Not Aware of AI in HR	12	24%
Total	50	100%

Source: Primary data

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A significant portion (76%) of HR professionals are aware of AI in HR, with 40% already implementing AI tools. This reflects a growing trend towards AI adoption in the HR domain.

Table 5: HR Functions Benefiting from AI (Multiple Responses Allowed)

HR Function	No. of Responses (n=50)	Percentage of Respondents (%)
Recruitment and Selection	42	84%
Employee Onboarding	30	60%
Performance Management	28	56%
Employee Engagement & Communication	25	50%
Learning & Development	22	44%
Payroll and Benefits Administration	18	36%

Source: Primary data

Recruitment and selection is identified as the most positively impacted function by AI (84%), followed by onboarding and performance management. These results indicate that AI is particularly useful in streamlining and automating talent acquisition processes.

Table 6: Perceived Opportunities of AI in HR

Opportunity	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
AI improves decision-making in hiring	30	12	5	2	1
AI enhances employee experience	22	18	6	3	1
AI reduces HR operational costs	25	16	5	3	1
AI enables personalized training	20	18	7	3	2

Source: Primary data

A majority of respondents strongly agree or agree that AI offers tangible opportunities in hiring decisions, employee experience, cost reduction and personalized training. This supports the argument that AI is not only a tool for automation but also for strategic HR transformation.

The survey focused on identifying key challenges and ethical issues faced during AI integration.

Table 7: Distribution of Respondents by Experience with AI in HR

Experience with AI in HR (years)	Number of Respondents	Percentage (%)
Less than 1 year	15	30%
1 to 3 years	20	40%

More than 3 years	15	30%
Total	50	100%

Source: Primary data

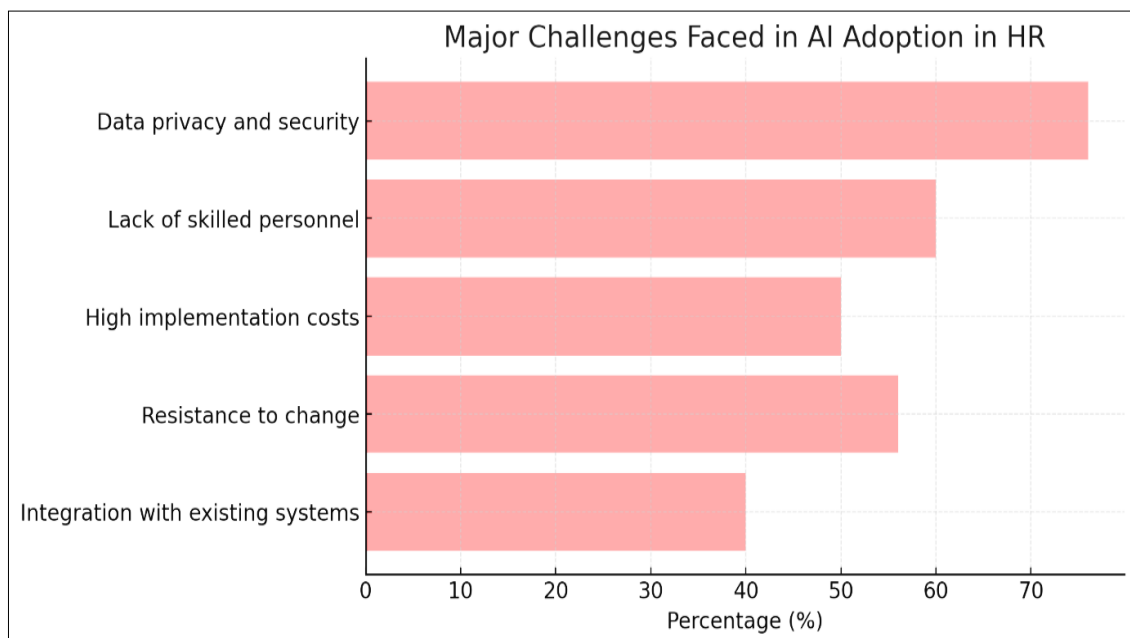
Most respondents have 1 to 3 years of experience working with AI in HR, indicating moderate exposure to AI challenges.

Table 8: Major Challenges Faced in AI Adoption in HR

Challenge	Number of Respondents Identifying	Percentage (%)
Data privacy and security concerns	38	76%
Lack of skilled personnel	30	60%
High implementation costs	25	50%
Resistance to change by employees	28	56%
Integration with existing systems	20	40%

Source: Primary data

Data privacy and security is the top challenge faced by HR professionals, followed by skill shortages and resistance to change.



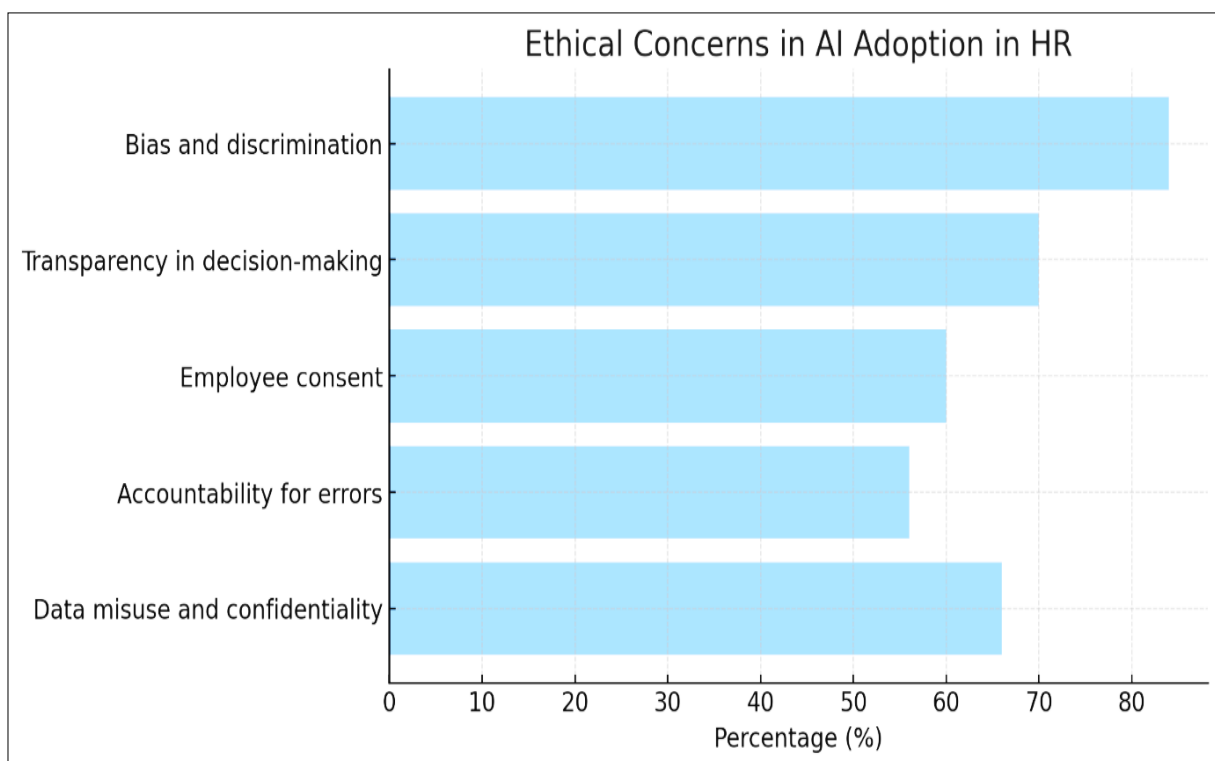
The above chart shows that major challenges faced in AI adoption

Table 9: Ethical Concerns in AI Adoption in HR

Ethical Concern	Number of Respondents Identifying	Percentage (%)
Bias and discrimination in AI	42	84%
Transparency in AI decision-making	35	70%
Employee consent and autonomy	30	60%
Accountability for AI errors	28	56%
Data misuse and confidentiality	33	66%

Source: Primary data

Bias and discrimination are the most cited ethical concerns, indicating a critical area for policy and practice improvement.



Here the above chart shows that ethical concerns in AI Adoption.

To assess the influence of Artificial Intelligence (AI) on HR professionals, employees and overall organizational outcomes, responses were gathered from 50 individuals. The survey focused on AI's impact on workload, job satisfaction, efficiency and decision-making.

Table 10: Perceived Impact of AI on HR Professionals

Impact Area	Positive Impact (%)	No Impact (%)	Negative Impact (%)
Reduction in Administrative Work	86%	8%	6%
Improved Decision-Making	78%	14%	8%
Skill Enhancement Requirement	64%	22%	14%
Job Displacement Concern	30%	36%	34%

Source: Primary data

AI positively impacts HR professionals by reducing routine tasks and aiding decision-making. However, there are concerns regarding the need for new skill acquisition and possible job displacement.

Table 11: Influence of AI on Employees' Work Experience

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
AI simplifies daily work tasks	20	18	7	4	1
AI-driven tools enhance employee satisfaction	18	20	6	4	2
AI leads to lack of human touch in communication	15	17	10	6	2
AI increases surveillance and reduces autonomy	12	14	10	10	4

Source: Primary data

Most employees perceive AI as improving work efficiency and satisfaction, though there are notable concerns about reduced human interaction and increased digital monitoring.

Table 12: Organizational Outcomes Attributed to AI Implementation

Outcome Area	Improved (%)	No Change (%)	Worsened (%)
Recruitment Effectiveness	82%	12%	6%
Productivity	76%	18%	6%
Employee Retention	60%	26%	14%
Decision-Making Speed	80%	16%	4%

Source: Primary data

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AI integration has significantly contributed to better recruitment, productivity and faster decision-making in organizations. However, its impact on retention is moderate, possibly due to adaptation issues or cultural concerns.

The survey indicates a growing awareness and use of AI in HR functions, especially in administrative areas. However, ethical concerns such as privacy, bias and job displacement are widespread. Respondents strongly advocate for ethical guidelines, human-AI collaboration and continuous monitoring to ensure the responsible and effective use of AI in HRM.

6 Conclusion

AI revolutionizes HRM by automating tasks like resume screening, candidate sourcing, scheduling and data entry, allowing HR professionals to focus on strategic roles. Employee assistance is improved by AI-powered chatbots and personalised learning paths suggest training that aligns with career objectives and skills. Ethical concerns such as bias, privacy and transparency must be addressed for responsible AI adoption. Regular assessment of AI applications, monitoring key metrics and gathering feedback help optimize its impact. In the end, both the workforce and the company will benefit from the responsible use of AI, which can expedite "HR processes, improve decision-making and enhance employee experiences". To guarantee the ethical application of AI in HRM, organisations must address transparency, bias and regulatory compliance. During the alignment of AI with company values, HR professionals are instrumental in ensuring that "impartiality, data privacy and security are maintained". AI requires HR teams to develop new skills and organizations must provide proper training. While AI automates tasks, human interaction remains essential for employee relations and conflict resolution. Reliable AI systems depend on high-quality data, requiring continuous monitoring. Additionally, AI adoption demands significant investment, posing challenges for smaller organizations with limited resources. Balancing technology with human oversight is crucial for effective AI integration.

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Cross-Border E-Commerce: Growth, Challenges, and Strategies

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Abstract

Global trade continues to develop because cross-border e-commerce, a new driver for the expansion of international trade, opens up new markets and possibilities. The development of logistics has been influenced by trade; however, the excellent growth of cross-border e-commerce is inextricably linked to the establishment of intelligent and efficient logistics services. In this article review the various literature's study on growth, challenges and strategies interact in "Cross-Border E-Commerce". It concluded that the growth of CBEC is transforming global trade ecosystems, yet it faces limitations in dataset sharing and platform scalability. A comprehensive system design can enhance consumer conversion, optimize resource integration, and improve platform efficiency. Strategically, collaboration between e-commerce and logistics enterprises, leveraging cloud computing and big data, fosters an intelligent logistics system and standardized service management. However, CBEC faces challenges such as inefficient customs clearance, high logistics costs, security concerns, and talent shortages. Addressing these barriers with innovative strategies and digital marketing advancements can drive sustainable growth and international market success.

Keywords: Cross-border e-commerce (CBEC), International or global trade, E-commerce, Logistics enterprises, Little red book, etc.

1 Introduction

Technology has revolutionised our lives with the advent of the internet. Globally, the Internet has facilitated significant transformations from a variety of perspectives, including social, economic, and

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political. Particularly in relation to the economic sector, it regards the Internet as an additional factor in the development of conventional commerce methods [1]. Specifically, the rise of e-commerce is among the most noteworthy outcomes of modern digitalisation. The current trade patterns have been further enhanced by the increased utilisation of digital platforms for information collection and communication. In spite of the potential barriers and differences, E-Commerce has become even more prevalent today due to the increased accessibility and user-friendliness [2]. The significance of e-commerce is demonstrated by the anticipation that the global e-commerce trade will surpass \$5.55 billion by the conclusion of 2022. Additional estimates suggest that this figure will experience substantial growth in the years ahead, suggesting that it may offer lucrative opportunities for online retailers worldwide [3].

Digital platforms are essential for the interchange of products and services between commercial entities in various countries or regions, which has been facilitated by the development of international trade in the Internet era [4]. Cross-border e-commerce has consequently emerged. In contrast to the conventional international trade mode, cross-border e-commerce eliminates spatial and temporal constraints, thereby increasing the trading opportunities for consumers and merchants worldwide [5]. The operational mechanism of international trade has been significantly altered by this mode of international business activities, which is characterised by its global coverage, simple transaction process, small group, and high-frequency transactions. It is a substantial new force that has emerged to foster the expansion of international trade. A tolerant environment and a diverse market have been created for the development of cross-border e-commerce as a result of the increasing use of regional trade agreements and trade facilitation measures [6], [7].

A. Cross-border ecommerce

An e-commerce concept that applies across borders The transaction of products and services between various nations or areas through the Internet and associated information platforms is the essence of cross-border e-commerce, a relatively sophisticated form of e-commerce application. Various links in conventional forms of commerce, such as product presentation, enterprise-to-enterprise negotiation, and transaction, are transferred to the internet platform to complete the whole export and import of commodities process. This makes commercial trade activities around the globe more flexible [8].

There are two ways to define cross-border e-commerce: The term "foreign trade e-commerce," which refers to an international business venture in which transaction entities from different customs territories employ "e-commerce to digitise the display, negotiation, and transaction procedures" in traditional export and import trade, is essentially synonymous with cross-border e-commerce. Cross-border logistics are then used to deliver goods and complete transactions [9]. This is the basic idea behind dynamic trade models. According to static trade industries, "cross-border e-commerce" refers to the use of e-commerce in trade between nations, which is the digitisation and networking of traditional international business practices and trade [10]. Electronic commerce of products, online data transmission, electronic financial transfers, electronic goods paperwork, and other items are among the trade procedures that are involved. Cross-border e-commerce as a whole includes both cross-border e-commerce capabilities and commodity transactions [11]. This includes cross-border retail transactions

as well as the B2B component of cross-border e-commerce. It encompasses both the portion of cross-border e-commerce B2B that utilises online transaction matching via internet channels to accomplish offline transactions as well as the portion that uses cross-border trading platforms to accomplish online transactions [12].

B. The drivers of CBE development

- **Advanced technology:** The term "globalisation" describes the increasing number and diversity of cross-border trade in products and services brought about by the quick and extensive spread of technology. In addition to allowing businesses to access remote customers, advanced e-commerce technology lower marketing and administrative expenses. Online shopping has increased significantly because to the fast-paced internet, and the rise of the global business market and international commerce has aided the development of CBE. According to customers, the advancements in technology, such as the ease of cross-border payments and the increasing use of smart mobile devices, have made it easier for them to purchase online [13].
- **Growing demand:** In the age of global business and e-commerce, a company's operating model has to be developed with the needs of its clients in mind. Poorer quality products, fake goods, and product piracy encourage customers in developing nations to buy products from overseas more often over time. The middle-class generations of the 1980s and 1990s have emerged as China's largest consumer groups, and they are more likely to purchase online from outside. The most often mentioned reasons for cross-border internet buying, however, continue to be the scarcity of items and lower costs in outside markets [14].
- **Advantageous policy:** Trade liberalisation, for instance, increased exports of goods and services to new markets with the establishment of "the European Free Trade Agreement" and the China Free Trade Area. Such trading was previously impractical because import barriers made it unlikely to compete in international marketplaces. Markets for trade, especially from emerging nations, will be opened by the beneficial policies. Foreign cross-border sales have increased as a result of the Chinese government's introduction of a number of pro-CBE policies, the creation of many free trade zones to reduce tariffs, and expedited customs clearing processes.

2 Literature Review

(Huo et al., 2024) [15] This study explores cross-border e-business, analysing its complex dynamics and projecting its course. In 2023, the market is expected to reach a size of 18,760 to 18,934 billion RMB, which is consistent with the steady increase seen in prior years. This points to a long-term upward trend for international e-business. value and originality The development of China's conventional industries and global integration are significantly influenced by "cross-border e-commerce". Beyond statistical patterns, the study presented in this article adds to a more complex understanding of the critical role that cross-border e-commerce will play in determining China's economic destiny.

(Phuong & Huy, 2024) [16] Globalisation and the development of digital technology have fuelled the exponential growth of cross-border e-commerce. The results show problems including risk management, high operating expenses, last-mile delivery complexity, regulatory compliance, and technological integration. On the other hand, there are potential in legislative advocacy, sustainable practices, strategic

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alliances, technical advancements like blockchain and artificial intelligence, and improved customer experience tactics. For scholars and industry professionals looking to improve the efficacy and efficiency of cross-border e-commerce logistics, this review offers insightful information. It draws attention to areas that need further study and provides helpful suggestions to deal with current issues, making international transactions easier and promoting the expansion of global commerce.

(Haoxun & College, 2023) [17] This study uses Tmall Global, a division of Alibaba Group, to analyse the cross-border e-commerce business model and optimisation techniques in China. The article describes the novel features and operation methods of international e-commerce businesses in addition to the relevant operation model research and theories. The study then compares the benefits and drawbacks of many common domestic and international cross-border e-commerce operating models, including those of Tmall Global, Amazon, JD, and others, in order to examine the optimal development enlightenment of these models. This is followed by an examination of the optimisation strategies for the formation of China's cross-border e-commerce operation model, which includes the efficiency of "customs clearance, the policy system, cross-border logistics, and the credit system".

(Verma & Dixit, 2023) [18] investigates the development of online shopping and its potential in the future. The exponential expansion of e-commerce over the last two decades has transformed both consumer purchasing patterns and corporate operations. Technology developments and shifting customer tastes are paving the way for the e-commerce sector to grow even more. This essay explores the major themes, obstacles, and possibilities that will probably influence e-commerce in the future.

(Zhu et al., 2023) [19] CBEC, or cross-border e-commerce, has experienced substantial growth as a consequence of the widespread adoption of the Internet, digitisation, and informatisation. This development has attracted the attention of academia, government, and business. "Customer, risk, supply chain, and platform" were the four factors that were the focus of the article selection and analysis. Contradictions in these characteristics were found to be the primary causes of the two major obstacles to CBEC development: platform scalability and dataset sharing. Research on cross-border platforms is unable to get beyond theory-based studies due to these obstacles. More research is necessary to determine how soft computing may accelerate and reorganise the ecology of international trade.

(Derindag, 2022) [3] E-commerce is popular almost everywhere in the world. E-commerce, however, was further changed into cross-border trade by the new trends, which had far-reaching advantages in both social and economic spheres. Analysis showed that the unusual COVID-19 development and its quick expansion had caused "Cross-Border E-Commerce" to take the world by storm. Therefore, it can be said that a combination of strategic policies, rising demand, and superior technology contributed to the current success of "cross-border e-commerce". Traders must overcome several obstacles in order to access more chances. The researcher concluded by outlining the study's shortcomings and suggesting more investigation.

(Liu et al., 2022) [20] The study covers the main scientific publications that are pertinent to the logistics sector, with a focus on cross-border e-commerce in China. In order to underscore the literature gaps, the

authors conducted a review of articles that addressed the current state of "cross-border e-commerce in China" as well as the variables that influence its growth. "Cross-border e-commerce" in China has been steadily improving, despite the presence of numerous obstacles. These challenges include, but are not limited to, those that follow: "the absence of scientific management guidelines, the complexity of monitoring and supervision, the insufficient talent within the Chinese industry, the risk of payment, the tax rebate settlement challenges, and the low custom clearance efficiency". Important parts of this paper include critical summaries of prospective research themes and current deficits.

(Wang, 2022) [21] The Internet economy's advancement has created a substantial market potential for cross-border e-commerce platforms, which serve as "a novel foreign trade mode and economic growth point". In order to solicit the interest of domestic consumers, they introduce imported products of superior quality. Within the cross-border e-commerce industry, this paper investigates the competitive strategy and business model of the Little Red Book. This is followed by a thorough analysis of the current marketing approaches of "the Little Red Book as a cross-border e-commerce platform". In conclusion, the article proposes a series of well-reasoned marketing recommendations that will enhance the platform's competitive advantage by integrating the developmental attributes of cross-border e-commerce.

(Alam & Ali, 2020) [22] Due to the widespread use of the internet and advanced digital gadgets, the e-commerce sector in India is expanding quickly. India's e-commerce development is now lagging behind that of other wealthy nations, nevertheless. The great advantages of e-commerce include lowering geographical barriers, attracting new customers quickly and easily through search engines, lowering preservation and rental costs, increasing daily sales, expanding the reach of full-size businesses, simplifying basic payments, and facilitating direct transactions via credit cards, debit cards, and net banking. However, there are several basic issues and difficulties with online transactions for both buyers and sellers. In online money processing, fraud is the largest issue and is becoming worse every day. There are several forms of fraud, including merchant identity fraud, advanced fee and wire transfer fraud, phishing, identity theft, and pagejacking.

(Gupta & Bansal, 2019) [23] The components, challenges, and extraordinary potential of cross-border e-commerce in emergent economies are the focus of this study. This study aims to provide organisations and policymakers with valuable recommendations and disclose insight into the variables that influence "cross-border e-commerce" growth by conducting a comprehensive literature review and employing a mixed strategy approach. The significance of this study is its ability to enhance theoretical comprehension, clarify intuitive navigation, and contribute to the development of more comprehensive and effective global exchange practices in the digital age.

3 Conclusion

The global trade ecosystems are being transformed by the expansion of Cross-Border E-Commerce (CBEC). However, its development is restricted by the scalability of platforms and the limitations of dataset sharing. A thorough system design may improve resource integration, increase platform

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profitability, and improve customer engagement, even though research has mostly concentrated on buyers and digital methods. Structural equation modeling verifies key factors influencing CBEC development. Strategically, CBEC requires collaboration between e-commerce and logistics enterprises to establish an open and efficient logistics ecosystem. Big data, cloud computing, and the Internet of Things are examples of advanced technology that may simplify operations, and standardised service management guarantees effectiveness and quality. Small e-retailers benefit from digital marketing in foreign markets, with those in emerging markets demonstrating stronger performance impacts. Platforms like Little Red Book exemplify effective community-driven marketing and data-driven strategies for competitive differentiation. Despite advancements, CBEC faces significant challenges, including customs clearance inefficiencies, high logistics costs, tax complexities, and security concerns. Additionally, talent shortages, inconsistent service quality, and weak reverse logistics hinder growth. Addressing these issues through technological innovation and regulatory improvements is crucial for the sustained success of CBEC.

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Strategic Management in Startups: Balancing Agility and Stability

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Abstract

A start-up is an attractive business phenomenon that raises great expectations among founders and investors. The fulfillment of expectations is conditioned by the growth of business performance. In this article review the various literature's study on Strategic Management in Startups. It concluded that strategic management in startups demands a balance between agility and stability for long-term success. Agility enables quick adaptation to market changes, fostering innovation and competitiveness. However, excessive agility can lead to erratic decisions and resource misallocation. Stability ensures operational consistency, financial sustainability, and resilience but may limit adaptability. Successful startups integrate both by fostering a learning culture, leveraging data-driven decisions, and implementing scalable processes. Continuous reassessment of market conditions and internal capabilities is crucial. By balancing agility and stability, startups can navigate uncertainties, drive innovation, and achieve sustainable growth in dynamic business environments.

Keywords: Start-up, Agility, Strategic management, artificial intelligence, Business model innovation (BMI), Stability and agility, etc.

1 Introduction

Since its inception, strategic management has concentrated on a certain set of businesses: huge corporations that often operate globally, have distinct organisational structures, and provide a broad range of goods and services. As a result, the great majority of widely used strategy ideas and strategic

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management approaches and methodologies would meet the above specified criteria [1]. But technical advancements gave rise to a whole distinct class of businesses: startups. Many firms have lowered their entrance barriers as a consequence of the growing popularity of the Internet, digital transformation, etc. This approach created new niches that eventually developed into new, sizable segments of the market in addition to bringing new competitors to the existing sectors [2]. Since startups have been the primary engine behind ground-breaking, "disruptive," inventions that challenge the prevailing logic of established industries, their significance in this process cannot be overstated [3]. This covers the creation, application, and spread of better products, services, procedures, and practices that either expand social inclusion or decrease the use of natural resources [4]. Examples from a variety of industries, including "health and well-being, education, green energy, and transportation", demonstrate the critical role entrepreneurs play in the creation and launch of radical sustainable ideas [5], [6].

A. Evolution of strategic management

Strategic management methodologies have changed throughout time. Originating in the 1950s and 1960s, strategic management is a contemporary subject. Peter Drucker is a well-known figure in the area and is frequently called the founding father of management studies [7]. Among his contributions was the groundbreaking notion that a business's goal is to produce customers, and that a business's identity is determined by what its customers want. In order to effectively handle the changing demands and preferences of consumers, management's primary responsibility is to gather resources and assist staff [8]. In 1957, Philip Selznick, a researcher of law and sociology, coined the phrase "distinctive competence," which centred on the concepts of competitive advantage and core skills in strategic management strategy. In light of the possibilities and risks in the external environment, this made it possible to develop frameworks for evaluating an organization's strengths and weaknesses [9], [10].

Similar to Drucker's thesis, Theodore Levitt, a professor at Harvard Business School, created a strategy in the 1980s that was centred on the customer. A lot of other ideas at the time focused on output as the main incentive, therefore this approach was different [11]. The strategic management process is often less predictable and more dynamic than management theorists had previously believed, according to Canadian management scientist Henry Mintzberg [12]. In his article from 1987, "The Strategy Concept I: Five Ps for Strategy," he said "the field of strategic management cannot afford to rely on a single definition of strategy." He instead described five definitions of strategy and how they relate to one another:

- **Plan:** A strategy is a deliberate course of action that is intended to address a given situation.
- **Ploy:** A strategy is a manoeuvre that can be incorporated into a defined plan to overcome a competitor.
- **Pattern:** A strategy that is the result of consistent or successful behaviour, regardless of whether it is intended or part of a plan.
- **Position:** The organisation and environment are mediated or matched by strategy. Compatibility with any or all of the other Ps is possible.

- **Perspective:** a notion or a deeply rooted way of seeing the world (e.g., aggressive pacesetter vs. late mover). It may or may not fit into any of the other definitions.

B. The Importance of Strategic Management

Long-term Success: By seeing development prospects and anticipating problems before they arise, a clear strategic management plan helps businesses stay competitive and relevant over the long term.

Resource Optimization: Effective resource allocation is made possible by strategic management, which guarantees that resources are employed in the best possible manner to meet long-term goals.

Adaptability: Strong strategic management procedures enable businesses to take advantage of new possibilities and reduce risks by better adapting to changes in the business environment.

C. Integrating Strategic Management into Startup Operations

Align Operations with Strategy: Make sure the startup's strategic goals and operational actions are in line. To more effectively support the organization's long-term objectives, this may include modifying organisational structure, procedures, or resource distribution.

Communicate Strategy: Make sure that everyone on the team is aware of the startup's plan and their part in accomplishing the goals of the business.

Foster a Culture of Strategic Thinking: Encourage open communication, creativity, and innovation to foster a strategic thinking culture inside the company. This will assist the group in consistently seeing and seizing fresh chances or resolving possible obstacles.

Link Strategy to Performance Metrics: In order to monitor success and make data-driven choices, the firm should create performance measures that are closely related to its strategic goals.

Continuously Review and Refine the Strategy: Ensure that the startup's strategy is consistently reviewed to ensure that it remains effective and relevant in the presence of emergent threats, new opportunities, or changing market conditions.

2 Literature Review

(Drzewiecki, 2023) [13] The way a startup employs these strategies will have a big influence on business model innovation (BMI) management, strategy identification and execution, and the usage of management tools and techniques. The study's findings verified that the sample firms used both strategy and business model approaches. It implies that well-known and proven strategic management tools are important for startups as well. Two major conclusions may be made about the link between these two techniques. First, all three of the study scenarios were adopted; second, business model adapted to strategy was the most often employed scenario. According to study findings, there comes a time in a startup's life cycle when it begins to concentrate on its strategy, bringing it closer to the business model that is common for mainstream strategic management.

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(Drzewiecki & Olek, 2024) [14] Examine three important criteria to determine the best management practices for startups: how well-informed they are on strategy and business models, and how well management tools work in tandem with this knowledge. which certain tools correspond to various awareness levels. According to the study's findings, startup efficacy and efficiency are increased by using a structured strategy and business model management method. It emphasises the significance of managing both components at the same time. The study's focus on Polish companies, however, may have an impact on the findings.

(Kulkarni et al., 2020) [15] seeks to comprehend how employee engagement and skill development are affected by strategic management. The findings of the research have highlighted the difficulties in developing employee skills and highlight the significance of employee engagement initiatives for the expansion of human capital in start-ups. Based on employee involvement and skill development, the findings would provide guidance for enhancing strategy management. The start-up study gives entrepreneurs guidance on how to manage their human resources and strategic plans to construct robust businesses that can provide jobs for the country's young and enhance society as a whole.

(Sreenivasan et al., 2023) [16] To address this issue, the paper models the factors influencing agility in Industry 4.0 start-up operations. Information was gathered using a closed-ended questionnaire in addition to the scheduled interview. The MICMAC approach is used to assess and classify the elements that contribute to agility in the context of start-up operations 4.0 in order to understand their linkages. Eleven traits that support agility in start-up operations 4.0 were found in the study. Large organisations have been greatly impacted by Industry 4.0 principles, while start-up 4.0 agility deployment has been less evident. In this environment, the importance of cloud computing, digital twins, networks and connectivity, and artificial intelligence is clear. The study sheds crucial light on the factors that go into implementing agility successfully in start-up 4.0, providing academics and stakeholders with insightful information.

(CAI et al., 2024) [17] examines how creative technical startups based in the Delft, Netherlands, tech incubator program react to economic deglobalisation, with a particular emphasis on how they strategically manage competitive resources to attain dynamic stability—the capacity of an organisation to regain its previous or new status following an external disruption. Six key resource management techniques are identified from the thematic conclusion of the findings: explicit information security, varied marketing tactics, an optimised balance of investments, flexible supply chain, thorough personnel planning, and the value of time and money. Our research determined that the strategic and designatory responses to economic deglobalisation are executive innovation, operational adaptability, and channel resilience. We did this by creating a methodical framework that helps startups navigate dynamic stability.

(Slávik, Hanák, et al., 2022) [18] The goal is to determine how the business plan, which is defined by a set of factors, affects the start-up's revenue growth and volume. The research's key findings are as follows: growth and sales volume have little effect on profit indicators; quality personnel and their qualified and proactive actions have a positive impact on the performance of the start-up; low cost and excessive sensitivity to the external environment may not result in higher performance; start-ups choose

from five strategies: differentiation, low cost, adaptation, action, and resource strategy; strategy has a small, simple, and consistent impact on start-up performance.

(Zhao, 2022) [19] The method by which enterprises formulate strategies and the development of strategic formulation are of significant research value in the current era, particularly in the context of rapid economic development. The present paper investigates the characteristics of strategic management and the process of strategic management, as well as the current state of entrepreneurial enterprise development in the new era. It then employs quantitative analysis to evaluate the impact of the Midea group on the strategic management of enterprises, identifies several issues and critical factors that should be taken into account in strategic management, and presents significant implications for the strategic management of entrepreneurial enterprises.

(Nurhasanah et al., 2022) [20] This study aims to examine strategic management at the bookingjasa.com startup, examine the challenges faced by students in their roles as administrators throughout the company's establishment, and provide solutions based on those challenges. The major data used in this study was acquired via documentation, interviews, and observation. According to the research's results, "work ethic" and "product" difficulties are the two categories of issues that are associated with high SFAS ratings. Factors that lead to "work ethic" problems include a lack of entrepreneurial motivation, a lack of interest and ambition in entrepreneurship, a lack of loyalty among team members, and a lack of harmony among team members.

(Fox & Vahala, 2022) [21] Business models are linked to the fundamentals of surviving in dynamic situations. Action research is specifically mentioned for redefining startups as flexible, robust systems built on synchronous business models. Three major contributions are made in this study. The link between business models and survival basic principles uncovered by natural science research is a contribution to the development of business model theory. Citations to foundational principles emphasise that sustaining both internal stability and exterior flexibility via synchronisation with changing circumstances is essential for life. By presenting a straightforward business modelling technique founded on the fundamentals of science, the second contribution to business model practice is made. Offering an example that bridges the rigor-relevance gap between scientific research and commercial practice is the third contribution.

3 Conclusion

Strategic management in startups requires a delicate balance between agility and stability to ensure long-term success. Agility allows startups to adapt quickly to market changes, seize emerging opportunities, and pivot when necessary. This flexibility is essential in dynamic industries, where innovation and responsiveness drive competitiveness. However, excessive agility without stability can lead to erratic decision-making, resource misallocation, and strategic drift. On the other hand, stability provides a structured framework, ensuring consistency in operations, financial sustainability, and long-term vision. Establishing core processes, a strong organizational culture, and reliable revenue streams contribute to resilience. Yet, overemphasis on stability can hinder adaptability, making startups rigid in the face of

change. Successful startups integrate both agility and stability by fostering a learning-oriented culture, leveraging data-driven decision-making, and implementing scalable processes that support growth while allowing for flexibility. Strategic management in startups is an evolving process that requires continuous reassessment of market conditions, competitive positioning, and internal capabilities. By effectively balancing agility and stability, startups can navigate uncertainties, drive innovation, and sustain growth in competitive landscapes.

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Social Media Marketing: Its Impact on Consumer Decision-Making

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Abstract

Buyers and sellers may communicate, exchange comments, and learn about the latest market trends via social media marketing, which is an engaging and dynamic platform. Knowing that social media can be used as a marketing tool, consumers primarily utilise it to save time, purchase everything they need at any time, and help seller's market their products more effectively by analysing their preferences and utilising a variety of analytical tools. Examine the research on how social media marketing influences consumers' choices in this comprehensive overview article. It concluded that social media marketing (SMM) plays a vital role in shaping consumer decision-making by leveraging authenticity, transparency, and emotional resonance. It serves as electronic word-of-mouth, simplifying and enhancing purchasing decisions. Businesses use platforms like Facebook and Instagram to engage audiences, build trust, and strengthen brand loyalty. However, research gaps remain in understanding psychological influences and non-Western consumer behavior. SMM strategies that are effective include data-driven marketing decisions, user-generated content, and influencer collaborations. Social media also facilitates grievance redressal, fostering stronger brand-consumer relationships. By continuously adapting, businesses can maximize SMM's impact, ensuring long-term customer engagement and competitive advantage in the evolving digital landscape.

Keywords: Social media marketing (SMM), Consumer decision-making, Purchasing decisions, Bloggers, E-commerce businesses, Traditional marketing, consumer or customer behavior, etc.

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1 Introduction

Social media platforms including "Facebook, Instagram, and WhatsApp" have seen a sharp rise in use over the last 10 years. People employ these platforms to communicate with each other, and well-known companies use them to promote their products. The transfer of social activities from the corporeal world to the virtual world has been facilitated by social networking sites. Communication and information exchange among individuals have been facilitated by the implementation of real-time message transmission [1]. In light of this, businesses regard social media tools as indispensable assets for prospering in the virtual market. The technique of utilising social media to promote events or processes in an effort to attract online clients is known as social media marketing (SMM). Many businesses are attempting to establish amicable and close connections and create online brand communities by utilising community websites to generate strong customer interactions and communications, which has become increasingly popular [2]. Social media marketing successfully promotes conversations between customers and marketers in addition to enabling behaviours that increase brand awareness. As such, SMM continues to be seen as a new marketing strategy, despite having little impact on intentions. Nevertheless, the majority of SMM research to date has focused on the use of user-generated content, the benefits of "creative tactics, content analysis", and the creation of virtual brand communities [3].

Most studies have concentrated on the advantages that social networks may provide companies, according to brand owners. However, in an effort to investigate the impact of social communities on their members, there are also discussions regarding the personal benefits that brand supporters perceive [4]. Consistently providing value to customers results in their loyalty to the brand. This is because value influences consumer behaviour. In essence, consumer value is utilised to assess social networking sites. Since there are now more advanced and user-friendly choices for creating websites, most customers are drawn to social media communities in order to learn more about a business and its products [5]. By sustaining social contacts with clients, operators may also get insight into their behaviour. Nonetheless, the social community need to be highly valued. By giving them knowledge pertinent to the particular brand, it ought to be advantageous to the prospective clients. Additionally, a feeling of community should be fostered by allowing consumers to engage with one another. It follows that community retention and selection are impacted by the satisfaction of a brand social community [6].

A. Social media marketing

Social media marketing is the practice of advertising a product or service through websites and social media platforms. Despite the fact that the terms "digital marketing" and "e-marketing" continue to dominate academia, social media marketing is gaining prominence among practitioners and scholars. Businesses can track the engagement, achievement, and progress of their social media marketing efforts by utilising the data analytics tools that are incorporated into a large number of social media platforms, such as Facebook, Instagram, LinkedIn, and X [7]. Social media marketing is employed by businesses to communicate with a diverse array of stakeholders, including the public, journalists, influencers, and current and prospective clients and employees. The strategic aspects of social media marketing include

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the management of a marketing campaign, the establishment of the scope (e.g., more active or passive utilisation), and the establishment of a company's planned social media "culture" and "tone." Businesses may employ "earned media"—also referred to as user-generated material, such as product evaluations and online comments—instead of utilising advertising text created by marketers when using social media marketing [8], [9].

B. Consumer Decision-Making Process

Several stages are taken by a client to determine whether an end purchase fulfils their requirements and expectations, beginning with the recognition of the need for a product or service. It is imperative for businesses to understand the decision-making processes of consumers in order to anticipate user requirements and develop sales and marketing approaches that are consistent with those demands [10]. There are the following additional benefits to monitoring "the decision-making process" of consumers:

Provides leverage against competition: Sales professionals and marketers derive substantial advantages from comprehending consumer purchasing behaviours within an industry. It empowers professionals in these fields to create distinctive sales and marketing strategies that entice a greater number of consumers to purchase a company's products over those of its competitors.

Provides customer base information: The process of consumer decision-making can serve as a foundation for upcoming product introductions, marketing initiatives, or public relations initiatives. It urges marketing and sales professionals to take into account "the initial demands of a consumer, the channels they may use to acquire items, and the variables they consider, such as price, product design, and quality".

Increases sales and expands customer base: Learn how customers make decisions and find the most effective methods to interact with them to increase product sales and expand your clientele. Professionals may create distribution plans and marketing materials that are specifically targeted by knowing how a typical client responds to a demand.

Provides useful insights for marketers: The benefit of in-depth knowledge of decision-making processes is that it enables marketers to gain insight into the events that transpire after a consumer purchases a product or subscribes to a service. Marketers can benefit from this by assessing the requirements of consumers to ensure their satisfaction during the consumption and post-evaluation periods.

C. Impacts of social media on consumer decision

The proliferation of new social media platforms, which has been facilitated by technological advancements, has attracted a growing amount of users. Purchase journeys are multi-step, multi-channel procedures that reflect the unique dynamics and motives of a particular transaction for customers [11]. Social media is becoming more prevalent in the awareness, contemplation, and purchase phases of the consumer journey. Customers use social media due of the advantages it offers. On the Internet, they may readily access a wealth of information that helps them make a purchase choice. Numerous research have

shown that consumers concur that great product reviews will boost their power to buy [12]. Social media is not only a source of information; it also keeps people informed about new goods and services as well as the newest trends. Social media has given them access to more information about items, companies, and potential purchases [13]. Additionally, social media allows them to discuss their brand experiences and favourite goods. Social media gives consumers the convenience and time savings to begin and complete their purchasing journeys there. Additionally seen as a conduit between businesses and customers, social media serves as a tool to raise brand recognition among consumers [14], [15].

2 Literature Review

(Sheela & Selvi, 2025)[16] a self-administered questionnaire was employed to collect data, as part of a descriptive quantitative research methodology. Consumer purchasing behaviour within the apparel industry is positively affected by the utilisation of social media for advertising purposes, as indicated by the results of this investigation. A total of four variables are independent of one another. The behaviour of buyers is significantly influenced by three factors: the type of content, the frequency of utilisation, and the platform used. No statistically significant impact is observed with respect to engagement rate, the fourth variable. In addition, the apparel industry is significantly affected by the research.

(Multani, 2024) [17] The purpose of this paper is to comprehend the intricate influences that a consumer is subjected to as a result of being entangled in social media engagement and its algorithms. The utilisation of social media by consumers has, in fact, increased, thereby facilitating the expansion of user-generated content and the interactive interface that guarantees their engagement. The purchasing behaviour of strangers (both online and offline) is being factually influenced by the shared opinions online, which are influencing consumers through reviews and, as a result, word of mouth. Ultimately, the content engagement and user-generated feed of social media are experiencing a successful day, while consumers are acutely aware of the impact of content consumption on their decision-making processes, thereby jeopardising brand loyalty.

(D & T, 2024) [18] Investigation of the buying procedure of consumers' complex transactions, with a specific emphasis on the influence of social media. The marketers endeavour to comprehend the manner in which consumers utilise social media and their decision-making process by analysing the content that is displayed on the platform, which has the potential to alter their decision-making process. The research also investigates the potential impact of the abundance of content and user-generated information on the purchasing behaviour of consumers. The EBM paradigm, which is also known as the six phases of the consumer decision process, has been implemented. The research has also been conducted to determine the model's relevance in the context of social media usage.

(Mapanje, 2024) [19] Analyse how social media use affects Malawian consumers' choices on e-commerce platforms. According to the survey, social media use significantly influences how customers choose products on e-commerce sites. One significant discovery is the influence of social media sites on consumer purchasing patterns and purchase decisions. Customers often use social media platforms, for example, to look for peer or trusted influencer suggestions, reviews, and testimonials about products.

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Furthermore, social media platforms provide e-commerce companies a place to communicate with their audience via interactive content, promotions, and targeted advertising, which in turn influences consumer choices to buy. In addition, the rapid dissemination of information regarding companies and products is facilitated by the viral nature of social media, which enhances their visibility and influences consumer perceptions.

(Johari & Prasath, 2024) [20] Examines the intricate connection between using social media and a number of consumer behaviour factors, including brand awareness, brand loyalty, purchase intentions, and actual purchase behaviour. It does this via empirical analysis and a comprehensive evaluation of the body of current research. The research also looks at how consumer perceptions and preferences in the fashion sector are influenced by brand advertising, influencer endorsements, and user-generated content on social media. In order to provide fashion companies and marketers with useful information to enhance their social media strategies and get a competitive advantage in an increasingly digital industry, this research combines theoretical understandings with practical implementations.

(Chowdhury et al., 2024) [21] This digital era, in which a growing percentage of consumer interactions occur online, is of significant importance to the fashion industry. The research provides fashion firms with the ability to tailor the content of their marketing strategy to resonate with their respective target audiences by providing insights into effective techniques for capturing the attention and engagement of consumers. The study emphasises the interconnectedness of consumer decision-making in relation to the influence of influential individuals, advertising, and social media platforms. Authenticity, influencer collaborations, personalised storytelling, and platform-specific strategies were emphasised in the case studies of FashionVibe, Trend-Style, StyleSense, and GlamourLook.

(NAVEENA.R, 2022) [22] Undertake empirical investigations on how social media affects customers' decision-making processes. According to the findings, the utilisation of social media during the information discovery and alternative assessment periods has an impact on consumer contentment. The contentment of the consumer increases as they advance through the process regarding the final purchase decision and post-purchase evaluation. In recent years, consumer behaviour and contentment have become a critical asset for any organisation seeking to enhance its profitability and establish a market position. Organisations are utilising social media techniques to achieve this objective. Organisations have been provided with a novel approach to engaging with consumers and altering their purchasing behaviour through the use of social media marketing. Social media is utilised by individuals to disseminate their experiences, evaluations, information, advice, warnings, recommendations, and any other topics that are of interest to their friends or acquaintances. The marketer employs social media as an advertising medium.

(Bryła et al., 2022) [23] An assessment of the papers published in the past eight years regarding the impact of social media marketing on consumers' engagement in sustainable purchasing behaviours. In the evaluation of the papers, it was determined that the strategies that are consistently promoting sustainable consumption are influencer advertising, meaningful content creation that achieves the correct balance among "originality, quality, and design, and the use of emoticons". A brand's connection quality

and customer involvement are key components of a sustainable lifestyle. Young individuals who want to be entrepreneurs and have a strong desire to rise in society are the ones who use social media the most to promote sustainable consumerism.

(Thao, 2021) [24] Before making a purchase, think about how someone browses and selects content from social media and how social media platforms influence consumers' decision-making. The research is supported by a number of theoretical frameworks, including definitions, the concept of social media, the stages of the process of making decisions, and references to relevant academia. Furthermore, the approaches would explain consumer behaviour in daily life and social media. The mythology part included a poll that looked into how, when, and why consumers use social networking platforms to make purchases. Google Scholar, e-articles, books, emeralds, and Theseus—all of which are accessible via the UAS educational system—were used to gather secondary data. The main sources of information were a survey and the Internet.

3 Conclusion

E-commerce platforms have become increasingly dependent on "social media marketing (SMM)" as a critical instrument for influencing consumer decision-making. Key factors such as authenticity, transparency, cultural relevance, and emotional resonance play a significant role in influencing consumer choices. Using social media facilitates the process of decision-making and enhances the user experience by acting as electronic word-of-mouth. Businesses recognize SMM as an effective bridge between consumers and brands, leveraging platforms like Facebook and Instagram to enhance customer engagement and loyalty. Unlike traditional marketing methods, SMM fosters direct interaction, allowing businesses to build strong online communities and brand trust. Despite advancements, research gaps remain, particularly in understanding the psychological mechanisms behind social media influence and consumer behavior in non-Western contexts. Companies must optimize social media strategies through active engagement, influencer collaborations, and user-generated content. Monitoring social media analytics enables data-driven marketing decisions, while interactive grievance redressal strengthens brand-consumer relationships. Furthermore, offering discounts, exclusive deals, and sneak peeks into upcoming products can generate organic brand advocacy. As social media continues to evolve, businesses must adapt and innovate to maximize its impact on consumer behavior. By doing so, companies can enhance brand visibility, consumer trust, and long-term customer value, reinforcing the indispensable role of SMM in modern marketing strategies.

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The Role of Behavioral Economics in Marketing Strategies

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Abstract

Today's competitive business environment has made it increasingly important to comprehend consumer behaviour. It provides invaluable insights into the decision-making process of individuals, as behavioural economics is a combination of economics and psychology. These principles can be employed by marketers to develop strategies that are profoundly resonant with consumers, thereby facilitating engagement and conversions. In this article review the various literature's study on role of behavioral economics in marketing strategies.

It concluded that behavioral economics has significantly influenced marketing by leveraging psychological triggers such as scarcity, social proof, and emotional appeal to shape consumer behavior. Emotionally engaged consumers exhibit greater loyalty, while personalized recommendations from companies like Amazon and Netflix enhance customer retention. Pricing strategies, including anchoring and implicit pricing, manipulate consumer perceptions to drive sales. Social influence and scarcity effects further increase motivation to purchase. However, ethical considerations must be addressed to ensure transparency. By applying behavioral economics principles, firms can create more engaging marketing strategies, strengthen brand loyalty, and enhance consumer decision-making in an increasingly competitive market.

Keywords: Consumer behaviour, Behavioural economics, Marketing strategies, Consumer perceptions, Consumer decision-making, Nudging, etc.

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1 Introduction

A. Behavioral economics

The study of behavioural economics examines how cognitive, behavioural, emotional, and social psychological aspects influence people's or organisations' choices and how they differ from those suggested by conventional economic theory. The main focus of behavioural economics is on how rational economic actors may be. The ideas from microeconomic theory, psychology, and neuroscience are usually included into behavioural models [1]. Although behavioural economics emerged as a separate academic discipline in the years 1970 and 1980, its roots may be seen in the work of economists like Adam Smith in the 18th century, who examined how people's preferences can affect their economic behaviour. As a branch of economics, behavioural economics is relatively new, with the innovations that gave rise to it occurring within the latter thirty years of the 20th century. The area of behavioural economics is continually expanding, with more and more applications in both research and education [2].

Adam Smith observed that people are frequently overconfident in their own abilities in the 18th century. He pointed out that every man overvalues the chance of gain and that most men undervalue the chance of loss. He also pointed out that almost no man, even one in good health and spirits, values anything more than it is worth [3]. In this way, Smith thought that people were not logical given their inherent constraints. As early as the 1960s, behavioural economics began to take shape as a number of economists discovered important biases in information retention [4]. Amos Tversky and Daniel Kahneman developed this concept, known as the availability heuristic, which causes people to perceive facts unreasonably. For instance, headlines may give the impression that shark attacks are more common than they really are, but this is not always the case [5]. According to prospect theory, which was developed by Tversky and Kahneman, individuals may be more negative about losing than about winning equally. Richard Thaler's work in determining the elements that influence people's economic decisions earned him the Sveriges Riksbank Prize in Economics Science in 2017. Individual decision-making, social preferences, lack of self-control, and limited rationality were all present in Thaler's study.

B. Factors Influencing Behavior

Bounded Rationality: According to this theory, people's capacity for thought and comprehension is limited. They often use straightforward thought processes rather than always coming to the best judgements. We can better understand why people sometimes make decisions that may not appear reasonable when we understand constrained rationality [6].

Choice Architecture: Consider this as the process of creating the environment in which individuals make decisions. The choices that individuals make can be influenced by altering the way in which things are organised. By selecting architecture with precision, we can assist individuals in making more informed decisions without compromising their autonomy.

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Cognitive Bias: Our minds may think incorrectly at times. We refer to this as biases. For example, we may make judgements depending on the way information is presented to us or believe we are better at something than we really are. We can make better choices and judgements if we are aware of cognitive biases.

Discrimination: This occurs when individuals are treated unjustly due to their ethnicity, gender, or beliefs. It is unethical; however, it may occur due to social or cultural factors. To combat discrimination, it is necessary to establish a society that is more inclusive and equitable, in which all individuals are treated equally.

Herd Mentality: Envision a situation in which individuals adhere to the throng without exercising their own judgement. That constitutes herd mentality. People frequently engage in this behaviour, particularly in scenarios such as the stock market, where they may purchase or sell equities solely because their peers are doing so. It is possible to make more independent decisions and avoid uncritically following others by comprehending herd mentality [7].

Individual Characteristics: Each person is unique. The manner in which we make decisions is influenced by factors such as our knowledge, beliefs, and personalities. It is possible to more effectively support disparate requirements by customising strategies and interventions based on the recognition and comprehension of individual characteristics [8].

Interpersonal Factors: Our conduct may be influenced by the support we receive from others and the relationships we engage in. Religious or spiritual beliefs may also contribute. Well-being and decision-making results can be improved by establishing robust interpersonal relationships.

Institutional Factors: The primary focus of this discussion is the regulations and frameworks that govern the environments in which we reside or conduct business. Even if we are unaware, they can influence our actions. By analysing institutional factors, we can identify areas in which systems and policies can be enhanced to enhance impartiality and effectiveness.

Community and Cultural Factors: Lastly, our thoughts and behaviours are influenced by the norms and values in our communities. These may be customs or just the course of action that has always been followed. Fostering tolerance and understanding among various people requires a grasp of community and cultural elements [9].

C. Applications of Behavioral Economics

Understanding Consumer Behavior: It is often difficult for businesses to forecast customer behaviour. In this situation, behavioural economics is useful. It aids businesses in understanding how individuals make decisions and the reasons behind their sometimes surprising behaviour. They use this information to choose what goods to sell and how best to market them [10].

Market Analysis: Businesses are better able to comprehend market dynamics when they use behavioural economics. They are able to understand why individuals purchase certain items but not

others. This increases the likelihood that consumers will choose a company's goods by enabling them to modify their plans to suit consumer preferences [11].

Nudging: The notion of nudging is an interesting one that behavioural economics has developed. This entails using interventions or effects to discreetly guide behaviour. Without using forceful methods, companies may create goods, services, and advertising campaigns that gently guide customers towards desired decisions or behaviours by using the insights gained from behavioural economics [11].

Price Strategies: An effective pricing strategy is essential to a successful company plan. Behavioural Economics provides useful information on how businesses might price their goods to affect the purchasing decisions of their customers. A price that is initially higher and later lowered, for example, might encourage customers to buy by giving them a sense of value.

Product Packaging and Marketing: Purchasing decisions and consumer perceptions can be significantly influenced by the packaging and marketing of products. In this discipline, the principles of behavioural economics offer valuable guidance. Businesses can optimise their advertising and marketing strategies to connect with distinct target audiences by comprehending consumer biases and perceptions. This, in turn, will increase brand engagement and drive sales.

Policy Development: Using insights into human decision-making, governments can develop policies that promote societal well-being and safeguard consumers. In order to promote positive outcomes and more effectively address societal challenges, policymakers can develop interventions that consider behavioural biases and preferences.

Financial Decision-Making: in the financial sector, behavioural economics illuminates the reasons why investors occasionally make irrational decisions. Ultimately, financial professionals can make more informed investment decisions by anticipating market trends and capitalising on the aberrant behaviour of market participants by comprehending cognitive biases and heuristics.

Fairness and Equity: In addition, behavioural economics can contribute to the advancement of equity and impartiality in the decision-making process. Organisations can cultivate a more fair and harmonious society by designing systems that are more equitable and inclusive for all stakeholders, which is achieved by considering social preferences and behavioural biases [12].

Sales Growth: Behavioural economics can be employed by companies to stimulate sales growth. Businesses can improve customer engagement and increase sales by analysing consumer decision-making processes and adjusting their strategies accordingly. Companies can establish more robust relationships with their target audience and, as a result, increase their profitability by aligning their products and marketing initiatives with consumer preferences and biases [13].

2 Literature Review

(Sari & Saputra, 2024)[14] investigates how social proof, emotional appeal, scarcity, and other behavioural economic concepts are used to affect consumer choice. The research evaluates advertising

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strategies used in a variety of businesses, focussing on customer welfare, in order to determine their efficacy and ethical consequences. The findings show that these psychological triggers raise ethical questions about the autonomy and well-being of consumers even if they may successfully increase sales.

(Maier & Baccarella, 2024) [15] Conduct review of the literature in order to create a conceptual framework that integrates various customer empowerment scenarios and their corresponding behavioural (such as product preferences and willingness to pay) and psychological (such as firm perceptions and feelings of empowerment) effects. This will help to improve comprehension of the psychological and behavioural effects of customer empowerment. We organise prior research, point out parallels and discrepancies across consumer empowerment scenarios, and provide the groundwork for future studies using this paradigm. This study adds to our knowledge of why some consumer empowerment tactics work better than others (and under what conditions) by adopting a customer viewpoint. We demonstrate that, on a more general level, studying innovation from a behavioural and psychological standpoint may be worthwhile.

(VENKATESWARARAO PODILE et al., 2024) [16] Investigate the application of consumer psychology principles in contemporary marketing practices to examine the manner in which businesses employ psychological concepts to influence purchasing decisions. According to the findings, the integration of consumer psychology into a company's marketing strategy can lead to improved segmentation, targeting, and positioning, resulting in increased customer engagement and brand loyalty. Marketers have revolutionised the utilisation of psychological levers through the implementation of digital marketing; personalised advertising, emotive narrative, and social proof are just a few of the methods by which digital platforms seize the consumer's unconscious mind. Finally, it emphasises the prevalence of neuromarketing strategies, which employ brain-scanning technologies to ascertain consumers' implicit responses to specific activities and subsequently modify marketing strategies accordingly.

(Antre & Dharmadhikari, 2024) [17] Investigates how digital marketing techniques improve network marketing organisations' sales effectiveness and customer psychology. According to the survey, tailored digital marketing techniques greatly improve customer engagement by affecting how they see businesses and raising the possibility that they would make a purchase. Furthermore, the study finds a clear link between increased sales performance and the frequency of digital marketing initiatives. Customers' confidence in network marketing firms and their purchase choices are further influenced by exclusive promos and interactive digital marketing strategies. According to the results, better client loyalty and more revenue might result from using digital marketing methods that work.

(Halevy, 2023) [18] The consumer is portrayed in neoclassical economics as having consistently sound judgement, yet behavioural economics research has shown that people often make illogical judgements. Because the rational consumer is presumably unaffected by such tactics, traditional economic thinking makes it difficult to link a particular marketing technique to a particular outcome, even in the face of massive marketing efforts aimed at taking advantage of human irrationality and the volume of decisions made in retail environments. Using behavioural economics and prior empirical research, this study

explores how retailers might utilise priming and framing heuristics in advertising, in-store displays, and sales promotions to boost sales. Although the ideas are mostly aimed at physical merchants, several of them may also be used in a digital retail environment.

(Riabchenko, 2023) [19] The scientific novelty of the results obtained is derived from the justification of the practical and theoretical underpinnings of forming an effective tool to assess the effectiveness of marketing activities. Specifically, the concept of behavioural economics as a component of marketing was defined and clarified, and a methodology was developed to assess the effectiveness of marketing activities. Additionally, the relationship between behavioural economics and marketing efficiency was examined, and the significance of considering consumer behaviour when developing marketing campaigns was highlighted.

(Dr. Maitri, 2022) [20] A review of behavioural economics was conducted to evaluate the theoretical rationale. In this paper, various forms of bibliometric analysis were conducted and presented. In the past few years, additional literature reviews have been conducted by selecting papers based on their relevance. Accordingly, additional research themes have been proposed in light of the identified findings. Behavioural economics themes were evident in numerous subjects during the investigation of the web of science. Additionally, this investigation may be prolonged and conducted on the Scopus database for an extended period of time in order to acquire profound insights regarding this subject matter. The impact of behavioural economics on the field of economics has not been adequately assessed due to the absence of an examination of its numerous dynamics.

(Babu, 2016) [21] Marketers must exercise extreme caution when developing marketing strategies to ensure that the brand is presented in a manner that effectively communicates the message to the consumer without causing inconvenience or irritation. The ultimate success of a brand is contingent upon the marketer's ability to discern the consumer's needs and communicate them effectively through a variety of marketing techniques and tools. In order for marketers to develop a flawless image of consumers in their marketing strategies, it is essential to possess a good understanding of consumer psychology. Almost all marketers employ the same marketing techniques to attract consumers, generate new products, and engage in various activities, such as advertising, celebrity endorsement, event shows, demonstrations, coupons, and trade shows.

(Wells, 2015) [22] A variety of academic fields, including psychology, have impacted studies of marketing and consumer behaviour. One branch of psychology, behaviourism, has had a less noticeable impact on consumer and marketing research, nevertheless. In addition to giving researchers who are not acquainted with the field a quick overview of behavioural psychology, this article reviews behavioural psychology research and applications in the field. For both consumer and marketing scholars, the paper also identifies areas for further investigation into the possible advancement of behavioural psychology methodologies.

3 Conclusion

Behavioral economics has significantly reshaped marketing strategies by offering insights into the psychological triggers that influence consumer decision-making. Techniques such as scarcity, social proof, and emotional appeal are widely employed to shape consumer behavior, demonstrating effectiveness across industries. Emotionally engaged consumers tend to exhibit higher loyalty, making emotional connection a key factor in branding and marketing success. Companies like Amazon and Netflix leverage consumer data to deliver personalized experiences, enhancing customer satisfaction and retention. Pricing strategies, including anchoring and implicit pricing, further manipulate consumer perceptions and drive purchasing decisions. By strategically presenting information—such as emphasizing positive product features or adjusting price displays—firms can significantly influence consumer behavior. Social influence and scarcity effects also play a crucial role, as testimonials, "best seller" labels, and time-limited promotions create urgency and drive sales. While these strategies optimize marketing effectiveness, ethical considerations must be addressed to ensure transparency and prevent manipulation. Ultimately, behavioral economics empowers marketers to anticipate consumer needs, predict behaviors, and craft highly engaging strategies. By applying these principles, firms can enhance purchase intentions, strengthen brand loyalty, and create meaningful connections with consumers in an increasingly competitive marketplace.

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A Technology-Driven Approach in Financial Management

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Abstract

The planning, procurement, deployment, and control of a company's financial resources are all included in the management function known as financial management. Financial management is often mistaken with accounting since it is commonly nested within the accounts and finance function in many organizations, and vice versa. In this article it is tried to present different approaches to financial management and focused on the reviewing various literature's study on technology-driven approach in financial management. It concluded that the digital era has revolutionized financial management by enhancing efficiency through virtual payments, automation, and AI-driven decision-making. Machine learning strengthens risk management and regulatory oversight, optimizing financial resilience. However, evolving business models and skill requirements necessitate adaptive management. While digitalization and datafication offer immense economic benefits, they also introduce financial risks that require mitigation. The companies which adopts and practice the ever-changing technologies and embrace these transformations will dictate the future of business and the rest eventually exit from business.

Keywords: Financial Management, Decision-making, Machine learning, Artificial intelligence (AI), Information technology (IT), etc.

1 Introduction

Businesses are built up and operated on the basis of finance. Access to capital may help a business develop and flourish. Likewise, a shortage of capital may result in limited operations or, in the worst

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situations, the complete financial collapse of the company. For businesses and markets to function smoothly and successfully, money is a vital resource that must be handled well, regardless of the kind of firm [1]. The process by which a company develops and puts into place a financial system that helps it accomplish its objectives and increase shareholder value via the best possible use and allocation of resources across a range of asset classes is known as financial management. Unprecedented developments are occurring in the realm of financial management as a result of the rapid growth of information technology [2]. The application of cutting-edge technologies like big data, cloud computing, artificial intelligence, and other cutting-edge technologies in financial management is the result of the deep integration of financial management and modern information technology [3]. As a result, intelligent financial management is progressively emerging as a major force in fostering innovation and transformation in corporate finance. The enterprise's decision support, risk management, and value creation have all been significantly impacted, in addition to the way financial data is gathered, processed, and analysed [4]. The sharing economy is driving an increase in the frequency of resource integration and information exchange across businesses, as well as the growing significance of smart financial management. Consequently, the study and use of prudent financial management are exhibiting novel growth patterns and traits [5], [6].

A. Financial management

The decision areas of company that deals with profitability, costs, cash, and credit for maximising the firm's worth for investors, they are often bundled together. The "efficient acquisition and deployment" of both short- and long-term financial resources is thus the discipline's responsibility in order to guarantee that the enterprise's goals are met [7]. In general, financial management focusses on current assets and current liabilities, manages short-term working capital, and often uses hedging to control product cycle and foreign exchange variations. The role overlaps with treasury management as it also involves efficiently and effectively managing money on a daily basis [8]. In addition, it is involved in long-term strategic financial management, with a focus on capital structure management, which includes capital raising, capital budgeting (allocating capital among business units or products), and dividend policy. In large corporations, the latter two areas are more within the purview of "corporate finance" [9].

B. Financial Decisions in Financial Management

One way to describe the need of financial management is the requirement to determine the financial decision areas or goals that must be achieved; the best decision is the one that advances the goals of the business; typically, the goal of financial management decisions is to maximise the company's benefits. If a firm were to be sold, the price a buyer would pay for it is known as enterprise value. The more valuable the trader's business is, the more money he earns [10]. Although managing a business's value is not the same as maximising profits in economics, the latter refers to the quantity of wealth that is often spent without increasing the owner's wealth. The objective of financial management is to raise the company's worth. There are a number of methods to raise a company's worth, including asset management, fundraising, and investment choices [11]. The most crucial business choices are those involving investments; the first stage is figuring out how much money the organisation needs in total.

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Financial managers should search for fixed assets (equity) on the left side of the balance sheet and liabilities (long-term debt and current obligations) on the right. Typically, the formula $\text{Assets} = \text{Assets} - \text{Capital (Liabilities)}$ is used to make investment choices [12].

The second big decision is financing, where the finance manager makes choices on the passive side, or right side, of the balance sheet. The finance manager still has to assess the requirement for the cash after choosing the combination financing [13]. It is important to completely comprehend the procedures for securing short-term financing, signing long-term leases, and negotiating the sale of bonds or stock. The asset management choice is the next financial management choice to boost funds for the business [14]. Effective management is still necessary when assets are purchased and sufficient funding is secured. When it comes to managing current assets, financial managers are tasked with varying degrees of accountability. Because of this obligation, financial managers must focus more on fixed asset management than on other areas [15]. After planning requirements of funds and sources to finance required funds and making investment in long-term and short term assets, the manager think on the decision to distribute earnings generated from the assets and business operations in such a way to maximize the value of the firm as well as investors wealth.

C. Roles of Financial Management

Financial Planning: An essential component of financial management is the organization's planning of its financial operations and resources. In order to do this, they prepare plans and budgets by using the data that is currently accessible to comprehend the establishment's requirements and goals as well as the state of the economy as a whole.

Utilising and Allocating Financial Resources: The goal of financial management is to ensure that all of an organization's financial resources are used, invested in, and managed in a way that is profitable, sustainable, and feasible over the long run. Finance directors are required to ensure that their money is being spent as effectively as possible because of the fierce rivalry among firms.

Financial Reporting: The Company's financial management maintains a database of all pertinent financial records, which they utilise to anticipate and plan financial actions. Reporting is an important duty for all companies. It gives information on the financial situation and performance of the business. This is usually done once a year or once every three months.

Management of Risk: A company that adheres to sound financial management is optimally equipped to identify risks, execute mitigation strategies, and address emergencies and unforeseen risks. All businesses are subject to dangers. For instance, businesses may encounter difficulties as a result of market conditions, government policies that increase taxes, or internal issues such as equipment malfunctions. Risks must be identified, assessed, and action plans must be devised in accordance with their severity.

2 Literature Review

(Kou & Lu, 2025) [16] This study focuses on five intriguing new financial technologies: block chain, augmented reality (AR)/virtual reality (VR), artificial intelligence (AI), machine learning, and quantum mechanics. Innovative approaches to accomplishing these goals are offered by emerging technology. This academic article discusses the development of new technologies in the financial industry and considers how these technologies could be used in financial systems in the future. Due to both technological and operational benefits, improving financial performance becomes a significant issue given the early stage of development that these new technologies are characterized by. One crucial path for influencing the direction of finance in the future is technology-oriented financing.

(Huang, 2024) [17] Evaluates several algorithms designed to reduce the risk of loan default in order to investigate how machine learning may improve financial risk management for non-profit organizations. Based on the results, non-profits may better manage financial risk since ensemble learning models like LightGBM and random forest greatly increase prediction accuracy. In order to overcome constraints including stress testing, data analysis rule formation, and regulatory cooperation, this work promotes multidisciplinary approaches, highlighting the significance of privacy and adaptable solutions. Furthermore, it draws attention to the need of precisely identifying the types of data and the ways in which machine learning may improve financial risk management in the face of uncertainty. This encourages multidisciplinary initiatives that tackle more general concerns such as economic growth and environmental sustainability.

(Budiasih, 2024) [18] Systematically reviews the literature to examine how digital technology affects financial management. Digital payments, artificial intelligence, and big data analysis are becoming the new standard in the field of financial management. This comprehensive study of the literature outlines the advantages of digital technology for routine business transactions and strategic decision-making, while also pointing out drawbacks including data security and evolving business models. These results show that there is a knowledge gap in the literature and that further study is necessary. In the age of digital change, these findings provide profound insights for academics and practitioners that direct the modification of strategies and policies.

(Bahoo et al., 2024) [19] A study to offer a comprehensive overview of the current research on this subject and to pinpoint the research directions that require additional investigation. In addition, demonstrate that the chosen articles are categorized into ten primary research streams, including the application of AI to the "stock market, trading models, volatility forecasting, portfolio management, performance, risk and default evaluation, crypto currencies, derivatives, credit risk in banks, investor sentiment analysis, and foreign exchange management". Our comprehension of the influence of recent disruptive technological advancements on finance should be enhanced by conducting future research that addresses the partially unanswered research questions.

(Jouhki, 2024) [20] Focuses on the relationship and impact of technology on personal financial management (PFM). The major objective of this research is to determine if financial literacy and

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disparities in financial management across Finland's different demographic groups are related to the integration of technology into PFM. The findings indicate a perceived partial increase in financial literacy; nonetheless, there were obstacles to drawing reliable conclusions in a number of areas. The research gives people and policymakers insight into the advantages and disadvantages of technology advancements in personal money management, notwithstanding its limits.

(Judijanto et al., 2023) [21] Examines prevalent terms, identifies influential authors, and clusters works into thematic groupings, thereby investigating the landscape of scholarly publications. The term occurrences underscore the principal function of "data" and the methodological diversity encapsulated by "approach" and "model." The multidimensional nature of data-driven financial management is emphasized by the synthesis of findings, which encourages future research to incorporate interdisciplinary collaboration, address ethical considerations, and promote explainable AI in finance. Insights into the current state and prospective orientations of data-driven financial management research are provided by the abstract, which provides a concise overview of the bibliometric analysis.

(Meena, 2023) [22] An overview of the future prognosis in financial services, key actors, challenges and opportunities, and the evolution of financial technology is described. It underscores the influence of financial technology on financial services, which entails competition, cost reduction, innovation, consumer experience, and access to financial services. In addition, it discusses the potential for further growth and development, as well as the regulatory and cyber security challenges that financial technology company's encounter. In general, the paper underscores that financial technology has initiated a revolution in the financial services sector, thereby generating novel opportunities for both consumers and businesses.

(Abad-Segura et al., 2020) [23] An analysis of this research topic globally from 1975 to 2019 is the study's objective. Computer science, engineering, social sciences, management and accounting, and business were the primary topic areas. Future research directions should focus on banking, the trade of financial services, management, legal issues, geographical growth, research methods, and the sustainability of financial technology. It has been shown that there is a thriving and expanding global interest in financial technology research. The results acquired may be used to guide decision-making, establish the link between science and technology, and supplement existing understanding of financial technologies.

(Lech Gąsiorkiewicz, Jan Monkiewicz, 2020) [24] Some technical solutions also allow for the partial or complete disintermediation of financial services, which eliminates some of the expenses associated with transactions and allows economic actors to match directly. Artificial intelligence in conjunction with digitisation and datafication is creating new, enormous operational and financial potential. However, they are also the cause of new threats to the economic and financial systems, as well as to consumer welfare, national security, and financial stability, all of which need appropriate attention. In this article, we examine the key elements and forces behind the present wave of technologically driven financial innovations. We also talk about the key strategic concerns and effects that we are dealing with in this field.

3 Approaches in Financial Management

Finance function relates to all financial activities, operations, and decisions. The nature and scope of finance manager has been shifted from post mortem analysis of financial statements approach to proactive approach in today's data driven era. Over a period of time approaches to study financial management got drastic change in nature, scope and importance in corporate finance decisions. The approaches to understand financial management are traditional approach, strategic or modern approach and technology driven approach.

Traditional approach in Financial Management: Finance function has been viewed as financial reporting and accounting, preparation of budgeting and control, analysis of cash flows and fund flows statements, mitigation of business risk, financial risk, market risk and credit risks. The traditional style highlighted financial concerns from the perspective of outsiders rather than internal management and lacked analytical information and placed too much emphasis on long-term investment decision.

Strategic Approach/ Modern approach in Financial Management: Management prioritized the most efficient use of the company's resources due to combination of economic and environmental factors, including technical developments, industrialization, fierce competition, government involvement, and population growth and forced for efficient and effective financial resource management. With the new approach, the focus has shifted from episodic finance to managerial financial difficulties and from fundraising to efficient and effective fund management. Further, aligning financial decisions with the organization's strategic objectives. The finance manager plays crucial role in financial planning and analysis, evaluating investment opportunities, conducting financial forecasting, financial modeling to support strategic decision making. Moreover, focused on capital structure optimization, proactively identifying and managing risks by integrating risk management into the strategic decision-making process.

Technology Driven Approach in Financial Management: Companies has been growing horizontally and vertically, globalized business operations and robust advancement in technology particularly in financial services, instruments, and markets has clearly showcased the limitations in traditional approach and the need to redesign, reshape finance function under strategic approach. This has pulled and pushed the financial management over recent decades towards data driven decision in all major financial decisions viz., acquiring, financing and distribution of profits. Businesses needed faster access to reliable data, produce timely reports and insights with scalable solutions that could manage complex financial data and integrate seamlessly with other systems, ushering in a new era where technology became central to financial management. Business are increasingly leveraging AI, Automation and process optimization using robotic process automation (RPA) for efficiency, machine learning, deep learning empowers finance professionals to unlock the true potential of data and hidden insights which creates value to the business, data analytics and business intelligence, cyber security and data privacy, block chain application for sharing ledgers and transparent financial transactions, , cloud- based financial services for collaboration and accessibility; reduce wastage of resources to enhance optimality in

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financial decision-making. Implementing and practicing these advanced technologies would bring sustainable financial management and thrives on resource optimization ensuring minimizing inefficiencies, and maximizing value of the firm which ultimately creates wealth to investors.

4 Conclusion

The integration of data driven technology and digital technology has significantly transformed financial management, enhancing efficiency, decision-making, and risk control. Virtual payments and process automation streamline daily transactions, though concerns over security and infrastructure persist. Artificial intelligence and big data analytics have improved strategic financial planning, enabling businesses to respond swiftly to market changes. However, evolving business models and the demand for new skill sets highlight the necessity of adaptive management. Machine learning optimizes financial oversight, risk assessment, and regulatory compliance by aligning data with appropriate algorithms, reinforcing financial resilience. Moreover, technological advancements in both individual finance (personal finance) and corporate financial sectors, including regulatory frameworks and tax collection systems, necessitate continuous innovation. While digitalization and datafication unlock immense economic opportunities, they also introduce new financial risks that must be effectively managed. Data driven technologies not only changing the businesses structures and operations, but also fundamentally altering companies how value is created, delivered and sustained. The companies which adopts and practice the ever-changing technologies and embrace these transformations will dictate the future of business and the rest eventually exit from business.

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The Evolution of Business Intelligence Tools in Corporate Financial Management

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Abstract

In the corporate world, investors and founders place a high value on "financial stability, and business intelligence (BI)" is a key instrument for greatly boosting this stability. The main goal of financial management is to raise money for the business at a minimal cost and use that money to generate enormous profits. In this article review the various literature's study on business intelligence tools in corporate financial management. It concluded that the evolution of business intelligence (BI) tools has revolutionized corporate financial management by enhancing decision-making, optimizing operations, and mitigating risks. These tools empower organizations with advanced data analytics, enabling strategic financial planning and resource efficiency. By identifying and forecasting financial risks, BI ensures stability and sustainability in business practices. Finance departments leverage BI to correlate financial outcomes with business activities, aligning strategies with corporate objectives. Technologies like OLAP and data mining facilitate intelligent decision-making in complex financial environments. As businesses become increasingly data-driven, BI tools serve as essential assets, fostering growth, competitiveness, and long-term success in an ever-evolving financial landscape.

Keywords: Business intelligence (BI), Financial management, Decision-making, Technology acceptance model (TAM), Customer insights, Customer relationship management (CRM), etc.

1 Introduction

The utilisation of information technology solutions by organisations has resulted in an increase in the pace of data generation and accumulation. These organisations are now employing digital tools to store

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and analyse immense quantities of data in real-time. The analysis and continuous and effective use of data and information can enable companies and organisations to obtain a comparative advantage and surpass their competitors [1]. A popular and well-received solution for organisations to utilise data analysis for decision-making and data-oriented business is business intelligence. For example, a retail organisation may implement business intelligence to adapt its marketing strategy in accordance with consumer preferences and behaviour [2]. Similarly, a manufacturing company can leverage BI to enhance product quality, reduce production costs, and optimise its supply chain. This solution enables administrators and experts in organisations to make rational and up-to-date analyses and decisions [3]. In general, a business intelligence system is a collection of technological solutions that enable organisations to collect, integrate, and analyse extensive data sets in order to gain insight into their strengths, vulnerabilities, and opportunities [4].

One of the biggest obstacles to the effective deployment of business intelligence systems in organisations is organisational and individual acceptability. These systems are very complicated because of their human character and need close supervision and management. For business intelligence (BI) tools to be successfully used for a long time, user acceptance is essential [5]. The adoption and regular usage of BI by users makes it compatible with other organisational procedures. Additionally, BI may support organisational transformation that enhances control and coordination procedures. For information system initiatives to be implemented successfully overall, user acceptability is essential. In particular, when it comes to BI systems, user approval is crucial [6]. Numerous scholars have discussed how crucial organisational acceptability is to the business intelligence system's effective deployment inside the company. For instance, the exploratory technique has been used to conceptualise the acceptance of business intelligence, the Technology Acceptance Model (TAM) method has been used to accept it, and motivation theory has been used to analyse the two modes of regular usage and inventive use. Have benefitted is a mixed research that looks at the variables influencing acceptance behaviour in the business intelligence domain [7]. It is noteworthy, therefore, that no publication has yet to use system dynamics to examine this phenomena in spite of the extensive study on organisational adoption of business intelligence systems. Therefore, by analysing the organization's adoption of BI systems using a dynamic system technique, this study seeks to close this research gap [8], [9].

A. Business intelligence

Business intelligence (BI) is the term used to describe the many approaches, tools, and techniques used by organisations to assess and handle business data. The following are common functions of BI technologies: "reporting, online analytical processing, analytics, dashboard development, data mining, process mining, complex event processing, business performance management, benchmarking, text mining, predictive analytics, and prescriptive analytics" [10]. Large amounts of organised and sometimes unstructured data may be managed using BI technologies, which help businesses find, develop, and create new strategic business prospects. These large data are intended to be easily interpretable. By identifying novel chances and executing a successful plan based on insights, it is widely believed that

companies can achieve long-term stability and a competitive market advantage. This can also assist them in making strategic decisions [11].

From strategic to operational decisions, businesses may utilise business information to support a variety of business choices. Fundamental operational decisions include pricing and product positioning. Broad priorities, objectives, and orientations are all part of strategic business choices. BI is seen to work best in all situations when it integrates data from sources within the organisation, such financial and operational data, with data from the market a company works in (external data). Combining internal and external data may provide a comprehensive picture that effectively produces "intelligence" that cannot be extracted from a single data collection [12].

B. Importance of Business Intelligence

The following are the primary reasons for investing in a comprehensive BI strategy and system:

Gain new customer insights: A more exhaustive comprehension of current consumer buying patterns is one of the primary reasons businesses are employing their resources, time, and energy into Business Intelligence. Upon utilising business intelligence (BI) to comprehend the purchasing behaviour and motivations of your consumers, you can leverage this information to develop products and product enhancements that align with their expectations and requirements, thereby enhancing your organization's profitability.

Efficiency improvements: BI Systems have the potential to increase revenue and enhance organisational efficacy, which in turn increases productivity. Business intelligence systems facilitate the seamless exchange of critical information among departments, thereby reducing the time required for data extraction, interpretation, and reporting. Organisations can eradicate redundant roles and responsibilities by simplifying and optimising the sharing of information, which enables employees to concentrate on their work rather than data processing.

Sales insight: The majority of sales and marketing teams utilise "Customer Relationship Management (CRM) applications" to ensure that their customers are visible. Systems for managing customer relationships (CRM) are designed to handle all interactions with customers. The information and data that can be analysed and applied to strategic initiatives are abundant, as they hold all consumer communications and interactions. In addition to facilitating the identification of new consumers, BI systems also assist organisations in the monitoring and retention of existing ones, as well as the provision of post-sale services.

Real-time data: The risk of data that is subject to human error and may be antiquated prior to submittal for review is posed to executives and decision-makers when they are obligated to wait for reports to be compiled by various departments. In real time, BI systems offer consumers access to data through a variety of methods, such as visual dashboards, spreadsheets, and periodically scheduled emails. Leveraging Business Intelligence tools enables the rapid and precise assimilation, interpretation, and distribution of substantial quantities.

Competitive advantage: Business Intelligence can offer your organisation the ability to make informed decisions and plan for future endeavours by providing you with insight into the actions of your competitors, in addition to these other fantastic benefits.

2 Literature Review

(Wang et al., 2024) [13] It was suggested that the utilisation of big data-based business intelligence be implemented in the analysis of e-commerce data in this study. This beverage brand's customers were split up into four consumer categories based on consumption density. The results of the categorisation indicated that it could offer useful marketing reference opinions for the beverage brand and could offer guidance for brand value-added by pulling the brand's invisible data. The purpose of this paper was to provide a guide for the utilisation and promotion of "business intelligence based on big data in e-commerce data analysis", as well as to provide truth and guidance for the development of e-commerce enterprises, by using the beverage brand as an example.

(Correa-Peralta et al., 2025) [14] Business intelligence (BI) and data analytics have become crucial in the digital age for improving academic administration in universities. The results of the thematic analysis showed eleven clusters that prioritised online learning, educational innovation, and predictive modelling. The need for increased inclusiveness in under-represented places like Africa and South America is highlighted by geographic patterns that show the preponderance of research in the United States and Europe. Despite the prevalence of quantitative techniques, this research highlights the value of qualitative approaches in capturing complex effects and ethical implications, such as bias mitigation, privacy, and equality. Future studies must use multidisciplinary approaches to tackle systemic issues, promote equitable, context-sensitive BI solutions that stimulate creativity, and improve decision-making in a range of educational settings.

(Bany Mohammed et al., 2024) [15] The financial industry sector's usage of "Business Intelligence and Analytics (BIA)" is investigated in this study. Additionally, it explores how workers' work experiences may moderate the use of BIA in Jordanian business organisations. The results demonstrate that the TOE factors have a substantial positive impact on the use of BIA, suggesting that they are essential in the development of BIA usage in commercial institutions.. This study emphasises that in order to maximise their use of BIA, financial institutions in Jordan must adopt a holistic strategy that incorporates advanced technology solutions, a supportive organisational culture, and flexibility to the external environment. For banking institutions that are interested in improving their utilisation of business intelligence analytics (BIA) and making "data-driven decisions" in the ever-changing banking sector, this study offers valuable insights.

(Yetgin & Altas, 2025) [16] A thorough examination of the process of transition of business intelligence applications in financial institutions will be conducted in order to improve decision-making processes and improve the effectiveness of reporting processes. The study investigated the financial institution's transition to business intelligence. The 'Cheque Report' was examined in three stages: the first stage involved the manual preparation of reports, the second stage involved the use of PL/SQL, and the final

stage involved the use of a business intelligence solution. Comparisons were made between the results of each stage. As a consequence, it was noted that the implementation of business intelligence facilitates the provision of data security, efficient internal information exchange, freedom from individual dependency, and rapid and direct access to reports.

(Adetumi Adewumi et al., 2024) [17] With a particular focus on the divergent settings of "the United States and Africa", this paper provides a comprehensive analysis of the present developments in Business Intelligence (BI) tools within the finance sector. "Real-time data analytics, regulatory compliance, and risk management" are becoming increasingly essential for financial institutions in the United States, resulting in a substantial rise in the adoption of BI tools. In a market that is rapidly evolving, the incorporation of "artificial intelligence and machine learning algorithms" into business intelligence tools is enabling financial professionals to make strategic decisions by enabling predictive analytics. It is clear that BI tools have the potential to transform financial operations, enhance transparency, and promote financial inclusion.

(Pancić et al., 2023) [18] The objective of this investigation is to develop a model that investigates the direct and indirect effects of "business intelligence" on company performance by analysing the mediating roles of blockchain and big data analytics. According to the results, the efficacy of a company is directly and significantly impacted by "business intelligence". Also, the adoption of big data analytics and blockchain, as well as the performance of the firm, were significantly and positively impacted by business intelligence. Moreover, the relationship among business intelligence and firm performance was significant and positively mediated by the adoption of blockchain technology and big data analytics. Partial mediations were conducted in both instances. In addition, the investigation offers managerial implications, constraints, and prospective directions.

(Rani Sahoo, 2024) [19] The present abstract explores the role of "business intelligence (BI)" tools in the expansion of small businesses, emphasising their ability to improve operational efficiency, consumer insights, and market responsiveness. BI tools enable small businesses to forecast market changes, identify trends, and optimise their resources. BI tools are emphasised in the study as a means of enabling data-driven strategies, which leads to enhanced performance metrics and growth trajectories. In addition, the abstract investigates the implementation challenges, best practices, and benefits of a variety of business intelligence (BI) products that are appropriate for small enterprises. In conclusion, this research emphasises the transformative influence of business intelligence (BI) tools on the expansion of small businesses, offering entrepreneurs and managers a framework for utilising these tools to achieve a sustainable competitive edge.

(Mishra, 2018) [20] This paper examines the most recent and effective financial tools and techniques that optimise an organization's financial costs and forecast its financial situation in order to maximise its business efficiency. Financial management typically pertains to the management and flow of funds within an organisation, regardless of whether it is classified as either reserved or open. Therefore, if these instruments are executed more effectively, businesses will achieve their highest potential. In the digital era, computational tools have been developed by computer scientists to facilitate the efficient

administration and prognosis of businesses. These tools are very beneficial for forecasting and predicting.

3 Conclusion

The evolution of business intelligence (BI) tools has significantly transformed corporate financial management by enhancing decision-making, optimizing performance, and mitigating risks. These technologies enable organizations to leverage advanced data analytics, fostering strategic financial planning and operational efficiency. By streamlining resource allocation and improving productivity, BI tools provide a competitive advantage in an increasingly data-driven business landscape. Additionally, their predictive capabilities allow companies to proactively address financial risks, ensuring long-term stability. BI tools also support sustainability initiatives by assessing financial and environmental impacts, guiding responsible business practices. In the finance sector, BI plays a crucial role in correlating financial outcomes with business activities, enabling organizations to align strategies with corporate objectives. Intelligent decision-making in intricate financial environments is facilitated by technologies such as data mining and online analytical processing (OLAP). As businesses navigate a competitive and fast-paced market, adopting a data-centric approach becomes imperative. Organizations that prioritize data-driven decision-making can better control costs, enhance customer retention, and maintain market leadership. Ultimately, the integration of BI tools in corporate financial management empowers businesses to transition from intuition-based decisions to fact-driven strategies, ensuring sustained growth and success in an evolving financial landscape.

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Leadership and HRM: A Review of the Relationship between Leadership Styles and Employee Outcomes

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Abstract

In order to improve employee performance, "human resource management (HRM)" procedures and suitable leadership are essential. The collection of HR methods that effectively contribute to enhanced employee performance via competent leadership remained a mystery, despite the abundance of research on HRM and leadership. In this article review the various literature's study on relationship between leadership styles and employee outcomes. This review underscores the significance of leadership styles and HRM practices in shaping employee outcomes. Transformational, servant, shared, and empowering leadership styles enhance motivation, productivity, and commitment, while authoritarian approaches hinder performance. Effective HRM strategies, including training, compensation, and occupational safety and health (OSH), further support employee engagement and retention. SMEs can benefit from leadership styles that foster knowledge sharing and empowerment, contributing to digital leadership development. Although high-involvement HRM practices (HIHRMPs) align with digital HRM strategies, further research is needed to establish a direct link. Ultimately, well-implemented leadership and HRM practices create a positive work environment, driving sustained employee performance and organizational success.

Keywords: Human resource management (HRM), Leadership styles, Employee outcomes or performance, Digital leadership, Democratic leadership, Transformational leadership, etc.

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1 Introduction

Complex social environments, such as miscommunication, conflicts, and hostility, are currently encountered by numerous organisations. It is a common criticism of these types of organisations that they are either over-managed or under-led. Organisations that experience overmanagement may experience delays in implementing necessary modifications, resulting in diminished efficiency and inadequate outcomes [1]. Organisations that are under-led, conversely, experience low employee productivity. In such work environments, leaders behave in a manner that employees do not fully comprehend. This results in a disagreeable work environment that the organisation must manage, which in turn has a negative impact on the confidence of employees in their leader's leadership abilities. Despite the fact that most organisations prioritise attraction and retention, employees prefer to work for effective leaders in environments where they are regarded with respect and are able to freely express their opinions [2]. In light of the significant impact that leadership has on employees, it is crucial to comprehend its operations. First, we must identify the strengths and vulnerabilities of the types of leaders that lead organisations and then determine the competencies of the categories of leaders that organisations require. Supervisors must be effective leaders in order to achieve organisational success. Leadership can assist in this endeavour; however, it can also have a significant effect in certain instances [3].

A. Leadership style

The way a leader gives instructions, carries out plans, and inspires others is known as their leadership style. A wide range of leadership styles have been advocated by many writers to be distinguished by leaders in business, politics, and other domains. Research on leadership style is carried out in the military, which emphasises a comprehensive approach to leadership that takes into account people's perceptions of a leader based on their physical appearance [4]. Military bearing, resilience, confidence, and physical fitness are all components of physical presence in this situation. Conceptual skills of a leader include subject knowledge, decision-making, creativity, agility, and tact. Setting objectives, coordinating logistics, tracking effort, and rewarding and disciplining group members are all areas in which leaders have varying degrees of influence. Technical and tactical expertise, as well as cultural and geopolitical understanding, are all included in domain knowledge [5], [6]

B. Common Leadership Styles

Democratic Leadership: A leader that practices democratic leadership bases choices on the opinions of their team. This leadership style is consultative and collaborative, giving every team member a chance to influence the course of current initiatives. The decision-making authority, however, rests with the leader. One of the most well-liked and successful leadership philosophies is democratic leadership, which gives lower-level staff members a voice and makes them equally significant inside the company. It's a manner that's similar to how boardroom decisions are made in businesses. To make choices, Democratic leadership may decide to hold a vote [7].

Autocratic Leadership: In contrast to democratic leadership, autocratic leadership is the exact antithesis. The team's input and suggestions are not solicited, and the leader makes all decisions on their

behalf. Responsibility and authority are exclusively vested in the commander. They are in possession of complete authority and determine all responsibilities. The personnel are not consulted prior to the decision-making process. It is anticipated that all individuals will endorse the leader's decision afterwards. Members of the team frequently harbour some degree of apprehension towards the leader.

Transformational Leadership: Transformational leadership is the process of motivating team members to surpass their expectations and accomplish feats they never imagined possible in order to transform the business or groups. Transformational leaders anticipate the highest level of performance from their team and consistently motivate them until their business, lives, and work undergo significant development or undergo a transformation.

C. Importance of Employee Relations

Within an organisation, employee relations encompass the interactions and relationships between employees and management. Good employee relations are characterised by a sense of belonging, engagement, and loyalty, as well as harmonious and trusting work environments [8]. In the context of contemporary organisational administration, it is imperative to cultivate positive employee relations in order to sustain high-performance teams and promote ongoing innovation. A multitude of advantages are associated with constructive employee relationships [9]. To begin, they foster team cohesion and collaboration, which in turn improves the efficacy and effectiveness of the team. Second, positive employee relations enhance job satisfaction and motivation, thereby decreasing employee turnover rates and enhancing loyalty and retention. Third, positive employee relations enhance organisational innovation and problem-solving capabilities by facilitating the exchange of knowledge and information [10]. Lastly, they foster a positive work environment and brand image, which in turn attracts top talent and further strengthens the organization's long-term growth and competitiveness. Leaders are essential in the development and preservation of favourable employee relationships. By implementing effective communication and appropriate leadership styles, leaders can cultivate trust and respect among employees, thereby promoting mutual understanding and cooperation. This, in turn, contributes to the success of the organisation and the advancement of sustainable development [11].

2 Literature Review

(Jiang & Dhakir Abbas Ali, 2024) [12] Using a variety of theoretical frameworks and empirical research techniques, this study investigates how leadership styles affect employee relations performance. It uncovers the direct and indirect processes via which various leadership styles impact employee attitudes, emotions, and performance by closely investigating the definition, categorisation, and function of leadership styles within organisations. According to the research, effective leadership may greatly improve employee interactions, which in turn improves organisational performance as a whole. Based on the constraints of the present study, the article also examines the mediating function of leadership styles in the process of enhancing employee relations performance and recommends topics for further research.

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(Zu'bi et al., 2024) [13] This research examines how employee performance, human resource management (HRM) procedures, and leadership styles relate to one another in several organisational situations. With transformative and supportive leadership styles consistently linked to favourable employee outcomes, the results emphasise the crucial role that leadership style plays in shaping employee performance. On the other hand, poor performance is often associated with authoritarian leadership. Furthermore, it was shown that there was a considerable correlation between HRM practices and employee performance, with well-executed HRM strategies improving employee outcomes.

(Biloa, 2023) [14] This research examines the effects of three different leadership philosophies—autocratic, democratic, and laissez-faire—and how they may affect workers' job performance. This research aims to investigate how leadership style affects worker performance. It displays the objectivism viewpoint and validates the framework with a plethora of facts and numbers that may be seen. Human behaviours that might lead to a logical explanation of observable occurrences and provide suggestions about employee work performance must be the main emphasis of the study approach. When generalisations are made while concentrating on subjective experiences, the study's philosophy aligns with the philosophical belief that observable experiences occur. This means that the evaluation of the aforementioned criteria demonstrates a suitable blend of positivist and interpretative approaches.

(Siraj et al., 2022) [15] This study's main objective was to investigate the link between leadership and employee performance in Addis Ababa, Ethiopia's industrial sectors, as well as the role that human resource management plays in mediating this relationship. According to the study's findings, human resource management plays a complete mediating function between leadership and employee performance, as seen by the positive and strong association between staff performance and leadership. This research is unique because it combines the link between employee performance and leadership in two separate directions (direct and indirect) into a single study, adding fresh findings to the body of current literature.

(Cahyadi et al., 2022) [16] This study explores the beneficial correlation between individual employee performance, high-involvement HRM methods, and leadership styles. To describe leadership styles in the digital age, we use servant, sharing, and empowered leadership in this research. The findings show that the data is evenly distributed, and each of the three variables' indications is accurate and dependable. The validity and reliability of the indicators are confirmed by the use of CFA. The viability of the research model for SMEs is guaranteed by the GoF analysis. According to the hypothesis analysis, H1 and H3 are accepted whereas H2 and H4 are rejected. High-involvement HRM practices and individual employee performance are favourably impacted by leadership styles in Lubuklinggau SMEs. The link between individual employee performance and leadership styles is not mediated by highly involved human resource management.

(Gemeda & Lee, 2020) [17] The current research looked at the connections between creative work practices, leadership styles, and work outcomes measured by task performance among information and communication technology workers in South Korea and Ethiopia. The findings indicated that although transactional leadership style had a substantial positive link with workers' task performance,

transformational leadership style had a large positive association with employees' job engagement and creative work behaviour. On the other hand, task performance was significantly correlated negatively with a laissez-faire leadership style. The measures of job outcomes showed a strong positive correlation with work engagement. Additionally, the association between leadership styles and job results was somewhat moderated by work engagement.

(Aboramadan & Dahleez, 2020) [18] Examine how the actions of transformational and transactional leaders impact the emotional commitment and organisational citizenship behaviour of their staff in the setting of nonprofit organisations (NPOs). Positive affective commitment and organisational citizenship behaviour were shown to be favourably impacted by both transformational and transactional leadership styles, and the link between the variables studied in this research was found to be significantly positively mediated by work engagement.

(Khan et al., 2020) [19] Studying how transformational leadership affects workers' job outcomes—such as their performance and burnout—as well as their work behavior—such as social loafing at work—was the goal of this study. The findings shown that mediator intrinsic drive and transformative leadership are significantly positively correlated. The findings also indicated that transformative leadership and job performance are significantly positively correlated. However, social loafing and job burnout have a tenuous and indirect link with transformative leadership. Because transformational leaders may motivate their staff to accomplish expected or noteworthy results, it can be concluded that organisational leaders need to possess transformational qualities by learning a lot about their staff. It provides workers with self-assurance in their ability to do certain tasks and, after training, the authority to make choices.

3 Conclusion

This review highlights the critical role of leadership styles and HRM practices in shaping employee outcomes. Transformational and supportive leadership approaches foster motivation, productivity, and task performance, while authoritarian styles often hinder employee growth. Effective HRM strategies further enhance performance, ensuring long-term commitment and success. Manufacturing companies in Ethiopia should adopt leadership development programs that enable goal setting, decision-making, and problem-solving to empower employees. For SMEs, servant, shared, and empowering leadership styles significantly improve employee engagement in HRM practices such as training, compensation, and occupational safety and health (OSH). These approaches enhance individual performance and commitment, driving higher productivity in the digital era. When SME leaders apply leadership effectively, employees remain motivated and actively participate in HR processes, contributing to organizational success. The integration of these leadership styles may evolve into digital leadership, aligning with high-involvement HRM practices (HIHRMPs) that support digital HRM strategies. However, further research is needed to establish the direct link between these leadership styles and digital leadership. Ultimately, well-implemented leadership and HRM practices create a positive work environment, fostering sustained employee engagement and performance.

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The Role of Emotional Intelligence in Enhancing Workplace Performance

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Abstract

Emotional intelligence is a concept that is considered to be indispensable for professional success, and it pertains to the manner in which individuals interact with their surroundings. Emotional intelligence is closely associated with the overall satisfaction of employees, who are essential to organisations. In this article review the various literature's study on emotional intelligence in enhancing workplace performance. It concluded that emotional intelligence (EI) significantly enhances workplace performance by improving productivity, decision-making, and collaboration. This review highlights the strong link between EI and organizational productivity, with interpersonal skills and stress management playing key roles. Organizations can benefit from integrating EI into recruitment, training, and workforce development. In the public sector, EI is essential for effective service delivery. Additionally, incorporating EI into education can help bridge skill gaps. Future research can explore additional EI indicators across sectors. Overall, EI is a vital, teachable skill that should be systematically implemented to drive workplace success and organizational growth.

Keywords: Organisational performance (OP), Emotional intelligence, Workplace performance, Emotional quotient (EQ), Job performance, etc.

1 Introduction

The importance of emotional intelligence (EI) as a critical component of workplace dynamics has been emphasised in a significant change in organisational management philosophies in recent years. This increasing awareness is a result of studies showing that emotional intelligence (EI) improves connections

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with others, promotes efficient communication, and creates a positive work atmosphere, all of which have an impact on overall productivity [1]. In the fields of organisational behaviour and human resource management, the idea of emotional intelligence (EI) has attracted a lot of interest. In order to create a healthy work environment, improve cooperation, and increase leadership effectiveness, emotional intelligence—which is defined as the capacity to identify, comprehend, control, and affect emotions in oneself and others—is becoming more and more important [2]. The relationship between emotional intelligence (EI) and productivity becomes clear when one looks at how EI affects teamwork, leadership efficacy, and employee morale. This relationship is not only important, but also necessary for long-term organisational success. In order to maximise performance results, this study will examine the complex effects of emotional intelligence in the workplace, emphasising its consequences for productivity and providing guidance on how businesses may foster emotionally intelligent cultures [3], [4].

Interpersonal relationships and communication are critical factors in the determination of overall productivity in the workplace, which is a complex social environment. Cognitive intelligence (IQ) has been traditionally considered the primary determinant of organisational success and employee performance [5]. Conversely, the constraints of IQ in explaining the variance in job performance and workplace efficacy have become apparent as the business environment becomes more interconnected and dynamic. This transition has resulted in a heightened emphasis on the integration of emotional intelligence with cognitive abilities to enhance the performance of both individuals and teams [6]. A number of studies have emphasised the positive correlation between emotional intelligence and a variety of organisational outcomes, such as employee well-being, leadership effectiveness, and job satisfaction [7].

A. Emotional intelligence

Emotional quotient (EQ), another name for emotional intelligence (EI), is the capacity to recognise, use, comprehend, control, and deal with emotions. Emotional recognition of one's own and other people's feelings, utilising emotional information to shape behaviour and thought processes, differentiating and labelling emotions, and modifying emotions to fit changing circumstances are all components of high emotional intelligence. Emotional literacy is part of this. First used in 1964, the phrase gained prominence in psychologist and scientific writer Daniel Goleman's 1995 best-selling book *Emotional Intelligence*. While some academics believe that emotional intelligence is intrinsic, others contend that it may be developed and enhanced [8].

B. Importance of emotional intelligence

Many facets of a person's professional life are significantly impacted by their emotional intelligence. People with a higher emotional quotient at work have been seen to be more adept at handling their relationships and oneself, and they are also more satisfied due to increased productivity at work. Working with others is necessary to complete many tasks in companies, and effective teamwork requires clear communication [9]. Better relationships may be made and issues that arise at work can be handled more easily if people understand one another and control their emotions while engaging. Improved conflict

resolution and decision-making abilities that consider all viewpoints and make sure team members feel heard, understood, and appreciated make this easier. This therefore turns into a crucial set of abilities from a leader's perspective that facilitates the creation of a more peaceful work environment. An enhanced work culture inside the company results in increased productivity by fostering a stronger sense of connection across teams and increasing levels of engagement via these abilities [10].

2 Literature Review

(Mallin et al., 2025) [11] Examine self-emotional intelligence as a potential personal resource that may influence the way that work environments affect wellbeing from a fresh angle. Based on our findings, salespeople's subjective well-being is driven by positive psychological resources such as flow, meaningful work, and self-emotional intelligence. This positive emotional state in turn promotes higher organisational citizenship behaviour, lower turnover intention, and improved sales performance. Additionally, the causes of salesperson subjective well-being are not significantly influenced by salesperson self-emotional intelligence.

(Shah & Sah, 2024) [12] Examining how emotional intelligence (EI) affects both individual and organisational performance, this research looks at the connection between EI and workplace efficiency. Organisational behaviour has placed a growing emphasis on emotional intelligence, which is the capacity to identify, comprehend, control, and affect emotions in both oneself and others. The research finds a substantial positive association between high emotional intelligence and higher productivity, especially in interpersonal and stress management abilities, using correlational analysis. According to the research, workers with greater EI are better able to handle obstacles at work, which promotes improved job completion, teamwork, and performance in general. The research highlights how important it is for businesses to cultivate emotional intelligence in order to maximise output and improve workplace relations.

(Mishra & Ranganathan, 2024) [13] Investigates how workers' job happiness is impacted by emotional intelligence. The main objective of this research is to determine if emotionally intelligent individuals often have higher levels of job satisfaction at work. Employees who are aware of and capable of managing their own emotions work more effectively and produce more. Relevant research has shown that emotional intelligence helps workers be emotionally intelligent and enhances their job happiness. An employee's feelings at work motivate them to learn how to handle the current circumstances and retain job satisfaction. Employees that have mutual understanding are better able to recognise one other's requirements, which leads to inner fulfilment at work. Relationship building and empathy are two more emotional intelligence strategies that are followed by this.

(Anns Charlin & Mohammad Imran, 2023) [14] The purpose of this research was to investigate how emotional intelligence affects Indian working professionals' job happiness and performance. To quantify the link between the independent and dependent variables, the data collected for this study was subjected to linear regression and Pearson correlation analysis using IBM SPSS (statistical program for social sciences). According to the study's results, job happiness and work performance are significantly

predicted by emotional intelligence. The findings also indicated that among Indian working professionals, there is a somewhat favourable linear link between emotional intelligence and job happiness as well as between emotional intelligence and work performance.

(Supramaniam & Singaravelloo, 2021) [15] Examines how organisational performance (OP) in the Malaysian public sector is affected by emotional intelligence (EI). 375 valid answers were obtained via a survey instrument that was given to 700 ADOs located in Putrajaya among five chosen ministries. The SMART-PLS method analysis of the obtained results confirms the substantial positive impact of EI on OP and point to the necessity of raising civil servants' EI by incorporating EI indicators and measures into workforce planning, succession planning, learning and development, recruitment, and organisational development. Emotional intelligence (EI) should be actively used to raise awareness and maturity so that government officials can accept the demanding agile workplace of today.

(Sadiku et al., 2020) [16] The job, in today's more competitive world, is one of the many arenas of life where emotional intelligence (EI) may be advantageous. According to research, emotional intelligence is critical for success, psychological well-being, job happiness, and job performance. Motivation, self-control, tenacity in the face of frustration, and success under pressure are all desirable professional traits that are associated with emotional intelligence (EI). Strong emotional intelligence helps workers feel more in control of their job, collaborate more effectively, handle stress at work, and resolve problems at work.

(Gong et al., 2019) [17] This research used questionnaires to poll 450 workers from different businesses. The findings are as follows: Specifically, (1) psychological capital has a negative predictive effect on job burnout and a positive predictive effect on job performance; (2) psychological capital has a negative predictive effect on job burnout and a positive predictive effect on job performance; and (3) psychological capital mediates the relationship between EI and job burnout/performance. In the subject of organisational behaviour, the findings of this research might aid in the development of EI theories. For businesses, raising workers' emotional intelligence (EI) will contribute to their psychological capital, and psychological capital is positively correlated with job performance and lower levels of burnout.

(Pekaar et al., 2017) [18] The relationship between emotional intelligence (EI) and work performance was investigated, with particular attention to the interaction between EI characteristics that are self- and other-focused. Study 1's person-level EI and Study 2's implemented EI showed a stronger correlation. Additionally, there was an interaction between the Emotional Intelligence (EI) dimensions and job performance. This meant that evaluating the emotions of one person was more effective than evaluating the emotions of two people (self and other), and evaluating the emotions of others was more effective when one's own emotions were also used or controlled.

3 Conclusion

Emotional intelligence (EI) plays a crucial role in enhancing workplace performance, particularly by improving productivity, decision-making, and collaboration. This review highlights the strong positive correlation between EI and organizational productivity (OP), emphasizing the significance of

interpersonal skills and stress management. Employees with higher EI effectively manage tasks, maintain positive relationships, and adapt to workplace challenges. Given these benefits, organizations should integrate EI into recruitment, training, leadership development, and workforce planning to foster a high-performing work environment. The findings also suggest that EI development programs, such as workshops and training, can enhance employee efficiency and overall organizational success. In the public sector, where employees interact with diverse individuals and policies, EI is particularly vital for effective service delivery. Additionally, incorporating EI into higher education curricula can help bridge skill gaps, preparing graduates for professional challenges. Future research can explore additional EI indicators influencing OP across different sectors. Overall, this study underscores the value of EI as a teachable and essential skill, advocating for its systematic implementation in both education and workplace settings to drive sustainable performance and productivity.

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