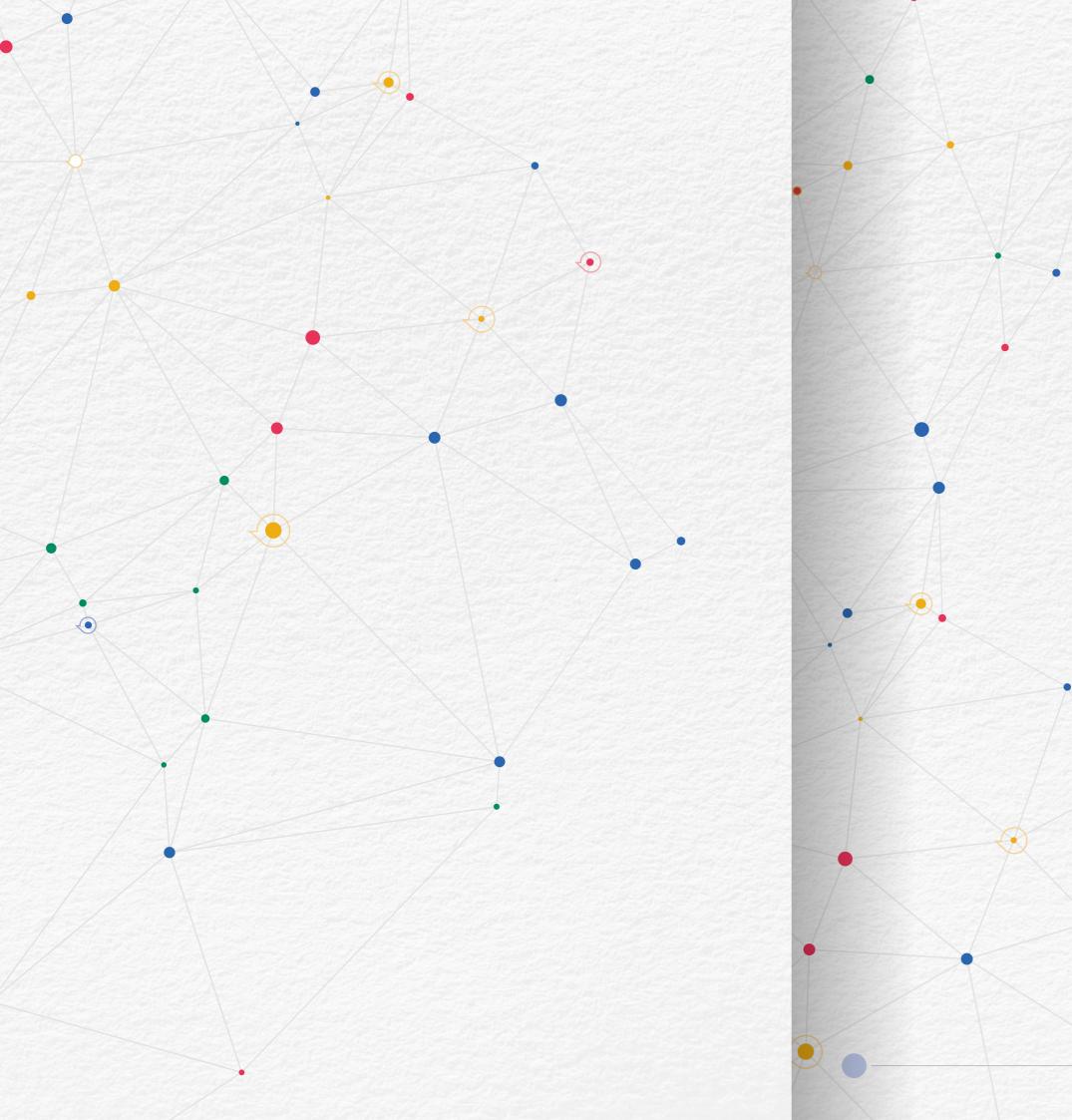


•



0

QUARTERLY RESEARCH NEWSLETTER JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA MARCH 2025





## 

al Team Message	04
S	06
stainable by Design: How and Green Process ovation Drive vironmental Performance	06
Powered Leadership in urism: A Double-Edged ord for Employee rformance	08
y Alexa, Can You Teach? magining Rural Education rough Voice-Enabled Al	10
proving Banking Chatbot isfaction with localized d humanized approach	12
nsforming Management ucation: How Generative s Shaping the Future of arning	14

### EDITORIAL TEAM MESSAGE

( )

#### Dear Readers.

Welcome back to the March 2025 edition of Connect, the research newsletter from Jaipuria Institute of Management Noida! We at Jaipuria Institute of Management Noida are committed to the cause of publishing quality research articles that are equally significant for academia and practice.

We are excited to bring you the latest issue packed with insightful research from our faculty colleagues. In our commitment to exploring and presenting diverse themes, we've chosen "The Generative Ascent: Scaling the Lanscape of Al-driven Transformation" for this edition. We've carefully handpicked five research papers that explore this topic in detail, offering valuable insights to bridge the gap between academia and real-world applications by practitioners. These articles will highlight how groundbreaking research in generative AI is driving innovation and effectively shaping the future of this crucial domain.

The first paper, "Sustainable by Design: How Al and Green Process Innovation Drive Environmental Performance," explains how increasing environmental challenges have led businesses to pursue sustainable strategies towards carbon neutrality, with AI playing a transformative role in enhancing environmental performance through green process innovations. Al-enabled green strategies offer potential systemic change, aiding global carbon neutrality goals through predictive analytics, resource optimization, and automation. Businesses must consider the trade-offs between AI's benefits and its operational costs, investing in energyefficient AI models while fostering industry collaborations to maximize sustainability outcomes.

The next article selected for the new issue, "AI-Powered Leadership in Tourism: A Double-Edged Sword for Employee Performance," confirms the role of AI in transforming the tourism and hospitality sectors by revolutionizing leadership and performance management. The study highlights how Aldriven servant leadership enhances performance by improving job resources, engagement and decision-making. Al provides real-time feedback, boosting employee relationships and experiences. The research suggests using AI to enhance recruitment and development, with personalized support systems. It emphasizes gradual AI integration and regular assessments to balance AI and human leadership, ensuring high engagement and exceptional guest experiences while maintaining transparency and addressing employee concerns.

The next article, "Hey Alexa, Can You Teach? Reimagining Rural Education Through Voice-Enabled AI", explores the usage of Amazon Alexa as a teaching assistant in rural primary schools to supplement limited resources. The study highlights the potential for Al-driven educational tools in rural areas despite challenges like connectivity and privacy concerns. It underscores the need for collaboration among technology firms, policymakers, and educators, emphasizing Al's role in augmenting teacher impact and promoting educational inclusion.

The following article, "Improving Banking Chatbot Satisfaction with localized and humanized approach", found that Chatbot

satisfaction among digital banking users is fundamentally driven by perceived usefulness and ease of use, with engaging and empathetic interactions significantly enhancing this satisfaction. It is crucial to tailor chatbot content to align with local language and culture, as this plays a vital role in user contentment. In contrast, perceived intelligence and social influence have a negligible impact. To truly elevate the chatbot experience, developers must focus on contextual understanding, empathy, humanlike design, and culturally relevant localization.

 $(\bullet)$ 

The following paper, entitled "Transforming Management Education: How Generative Al is Shaping the Future of Learning" highlights how the fast-paced advancement of Generative AI, like ChatGPT is reshaping management education by enhancing engagement, personalizing learning, and streamlining administrative tasks. While educators recognize the potential of AI to enhance engagement, personalize learning,





Associate Professor (Finance) & Associate Dean- Research Email: nidhi.singh@jaipuria.ac.in

DR. PRAGYA GUPTA Associate Professor (HR & OB) Email: Pragya.g@jaipuria.ac.in

#### Shodh Student **Research** Committee



05



Gaurav Oberoi

For any feedback and comments, let's connect at: connect.noida@jaipuria.ac.in

and streamline administrative tasks, concerns remain regarding ethical considerations, assessment integrity, and over-reliance on automation. These findings are particularly relevant for industry professionals as they highlight the evolving competencies that AIpowered education will instill in future business graduates. Businesses can engage with educational institutions to shape Alintegrated curricula, ensuring that graduates possess the analytical, ethical, and strategic thinking skills required in today's digital economy.

We are confident that you will appreciate the diverse range of articles featured in this issue. Share your thoughts with us - what did you find most interesting? What would you like to see more of in the future? Please feel free to connect if you have any feedback, recommendations or queries.

> Best regards Editorial Team **Connect Newsletter** Jaipuria Institute of Management



DR RENUKA MAHAJAN Assistant Professor (IT and Business Analytics) Email: renuka.mahajan@jaipuria.ac.in



DR RICHA MISRA Associate Professor (Decision Science & Operations) Email: richa.misra@jaipuria.ac.in

#### SUSTAINABLE BY DESIGN: HOW AI AND **GREEN PROCESS INNOVATION DRIVE ENVIRONMENTAL PERFORMANCE**

In the face of mounting environmental organizations actively integrating Al into their challenges, businesses are increasingly seeking sustainable pathways to achieve carbon neutrality. This study explores how Alenabled green business strategies enhance environmental performance through green process innovation. As industries strive to align with global sustainability goals, integrating artificial intelligence (AI) into green initiatives presents a transformative opportunity. The study is driven by the urgent need to understand whether Al-driven sustainability efforts lead to tangible improvements in carbon reduction and environmental performance. While companies worldwide strategic importance of AI in sustainabilityare investing in green technologies, the extent to which AI can amplify these efforts remains underexplored. By examining the interplay between AI, green process innovation, and sustainability outcomes, this research provides valuable insights for businesses seeking to optimize their environmental impact. Using a robust empirical approach, the study analyzes data collected from

sustainability strategies. The findings reveal that Al-powered green process innovations significantly enhance environmental performance, helping firms reduce emissions and optimize resource efficiency. However, a paradox emerges-while AI-driven solutions promote sustainability, they also introduce new complexities, such as increased energy consumption for AI operations. This duality poses a strategic challenge for corporations aiming to balance digital transformation with ecological responsibility. From a corporate perspective, this research underscores the driven decision-making. Businesses must carefully navigate the trade-offs between Al's environmental benefits and its operational costs. The findings suggest that companies should invest in AI tools that optimize green innovation while simultaneously adopting energy-efficient AI models. Additionally, policymakers and industry leaders must foster collaborative efforts to develop AI frameworks

ARTICLES

that maximize sustainability outcomes. The implications extend beyond corporate boardrooms to society at large. Al-enabled green business strategies have the potential to drive systemic change, accelerating global carbon neutrality goals. By leveraging AI for predictive analytics, resource optimization, and process automation, industries can significantly reduce their carbon footprint while enhancing profitability. However, ensuring that AI itself operates sustainably remains a critical challenge that demands further exploration. This study offers a forward-looking perspective on AI's role in green business strategies, emphasizing that technological advancement and environmental responsibility must go hand in hand. As industries navigate the complexities



Dr. Varun Chotia is presently working as a Professor, Economics and Program Chair - First Year at Jaipuria Institute of Management, Jaipur Campus, Jaipur, Rajasthan, India. He is also the PAN Area Chair of Economics and IB area at Jaipuria Institute of Management.



07

of digital sustainability, integrating Al-driven innovation with a holistic environmental approach will be key to long-term success.

The full research paper can be accessed here

Chotia, V., Cheng, Y., Agarwal, R., & Vishnoi, S. K. (2024). Al-enabled Green Business Strategy: Path to carbon neutrality via environmental performance and green process innovation. Technological Forecasting and Social Change, 202,123315.

https://doi.org/10.1016/j.techfore.2024.123315



Dr. Reeti Agarwal, Professor and Area Chair of Marketing at Jaipuria Institute of Management, has a 25-year teaching career and a Ph.D. from the University of Lucknow in Consumer Behaviour. Her interests include CRM and General Marketing. She has published extensively in reputed journals like the Journal of Retailing and Consumer Services, the Journal of Cleaner Production, and Business Strategy and the Environment.





#### **AI-POWERED LEADERSHIP IN TOURISM:** A DOUBLE-EDGED SWORD FOR **EMPLOYEE PERFORMANCE**

In this new era, the role of AI is transforming every industry; this new research reveals that Al-powered leadership approaches and processes can revolutionize employeerelated systems and monitor their performance and engagement in the tourism and hospitality sectors. However, on the other hand, the tourism and hospitality industry stands at a technological crossroads, with Al reshaping traditional leadership approaches and performance management systems. The present research is a groundbreaking study on 953 international hospitality employees and presents their views of Al-driven servant leadership roles and approaches to improve workplace dynamics and business outcomes. The present study demonstrates that Aldriven servant leadership approaches significantly influence employee performance in multiple ways. It helps improve job resources, impacting employee engagement and performance. Both these factors play a critical role in overall organizational success. The present findings indicate the significant role of AI-based leadership approaches in improving

employees' physical, mental, and social experience, enhancing their decision-making as it provides real-time feedback to improve employee relationships with colleagues, supervisors, and the workplace. On the other hand, this research also shows the negative impact of Al-driven leadership strategies on employees who are already performing well as they thrive in autonomous decisionmaking space and appreciate flexibility in learning and the workplace environment. AI may hinder them rather than help them. The present study suggests adopting Al-driven leadership strategies to improve job-related resources, such as tools or techniques to improve the recruitment or development process. Such systems help firms closely monitor employee engagement levels and performance. Firms should focus on providing personalized employee support systems using Al-based services. Moreover, the study suggests that the AI level interventions should be monitored and adjusted based on employee engagement levels. Firms should implement AI-based tools gradually and reduce Al intervention once high

engagement is observed to provide more The full research paper can be accessed here flexibility to employees. There is a need for Radic, A., Singh, S., Singh, N., Ariza-Montes, A., regular assessment of AI leadership Calder, G., & Han, H. (2024). The good effectiveness. Firms should address employee shepherd: linking artificial intelligence (AI)concerns about AI integration and maintain driven servant leadership (SEL) and job transparency in AI implementation to demands-resources (JD-R) theory in tourism maximize the benefits of Al-driven leadership and hospitality. Journal of Hospitality and approaches. Such systems should be used to Tourism Insights. enhance the performance of human https://doi.org/10.1108/JHTI-06-2024-0628 leadership rather than replace them. Regular feedback on the integration should be collected to find the right balance: using AI to enhance job resources and support employees to excel. However, the firms must understand and recognize when to step back and let human dynamics take precedence. Such balance is crucial to better positioned AI servant leadership approaches to deliver exceptional quest experience while maintaining high employee engagement and performance levels.



Prof Sonali Singh is working as an Associate Professor at Jaipuria Management Institute in Noida. She has done her M.Phil in Operations Research from the University of Delhi. She has more than thirteen years of teaching experience in the field of business statistics, operations research, research methodology, and operations management. She has imparted training in various organizations in the areas of quantitative techniques, data analysis, quantitative research methods, and related fields.

09



Dr. Nidhi Singh has over 17 years of experience in teaching and corporate settings. She is currently an associate professor in finance at Jaipuria Institute of Management, Noida. She has her Ph.D. from GGSIP University, Delhi. She has also qualified for the UGC Net. Her research expertise lies in theoretical background development, model building, identifying research gaps, and writing effective literature reviews. In this context, she has published in several A\*, A, and B category ABDC journals, including the National and International Repute, including the International Journal of Information Management (A\*), the International Journal of Hospitality Management (A\*), the Journal of Enterprise Information Management (A), technology forecasting and social change (A), the Journal of Contemporary Hospitality Management (A), the Annals of Operation research(A), the Journal of Retailing and Consumer Services (A), Electronic Markets (A), and similarly other A category journals. She also published more than 30 papers in other Scopus/WOS-indexed journals with a high impact factor.



#### HEY ALEXA, CAN YOU TEACH? **REIMAGINING RURAL EDUCATION THROUGH VOICE-ENABLED AI**

India's rural education system faces persistent challenges-scarcity of qualified teachers, outdated learning materials, and low student engagement and retention. With over 64% of India's population residing in rural areas, bridging the rural-urban educational divide has become a national imperative. This study investigates an emerging and unconventional solution: the use of Amazon Alexa as a voice-enabled teaching assistant in rural Indian primary schools. The rationale behind this research lies in exploring how artificial intelligence (AI), specifically voice assistants, can supplement limited human resources and modernize pedagogy in underresourced settings. While AI in education has been largely studied in urban or higher education contexts, its application in rural, low-infrastructure environments remains underexplored. The study addresses this gap by focusing on Alexa's integration in primary schools in states such as Maharashtra, Tamil Nadu, Kerala, and Chhattisgarh. Using qualitative content analysis of 50 news articles, blogs, and 20 YouTube videos between 2018 and 2023, the researchers

examined how Alexa was implemented, the types of questions students asked, and how it affected classroom dynamics and learning outcomes. The constructivist learning theory underpinned the research, emphasizing student-cantered learning through active engagement and inquiry. The findings are eye-opening: Alexa significantly improved English vocabulary, reading comprehension, and public speaking confidence among rural students. In many schools, Alexa's presence also led to increased enrolment and student retention. Students felt more comfortable asking questions to the voice assistant than to teachers or parents, leading to greater classroom participation. Teachers transitioned into facilitators, using Alexa to reduce their administrative burden and focus more on personalized instruction. From a corporate or ed-tech industry perspective, the study highlights the untapped market potential for Al-driven educational tools tailored to rural environments. Companies developing voice-based platforms can draw on this model to expand reach in underserved regions. However, challenges such as internet

connectivity, data privacy, and lack of digital infrastructure still persist. These require Darda, P., Gupta, O. J., & Yadav, S. (2024). collaborative solutions between technology Metamorphosing praditional pedagogy: firms, policymakers, and educators. For examining the transcendent influence of society, the study showcases how Alexa in catalyzing educational paradigm technology-when thoughtfully shifts within rural Indian communities. implemented—can foster educational International Journal of Educational inclusion, empower communities, and Management, 38(3), 605-621. support national education goals. More DOI: https://doi.org/10.1108/IJEM-07-2023broadly, it raises important policy 0347 implications: Al cannot replace teachers, but it can meaningfully augment their impact, especially where human resources are scarce. This study offers a blueprint for how AI can catalyze social transformation through education and calls on corporate stakeholders to invest in inclusive, scalable, and contextsensitive technological solutions for realworld problems.



Dr. Pooja Darda is an Assistant Professor at Jaipura Institute of Management, Indore. Dr. Pooja Darda has over 16 years of experience in the fields of Marketing and Advertising in the Banking and Retail sectors. She lectures throughout the MBA program and offers academic counseling in the areas of advertising management, public relations, marketing, and branding.Dr. Pooja Darda is a podcaster and published author of #OwnYourStory.

11

The full research paper can be accessed here



Dr. Om Jee Gupta, Assistant Professor, Jaipuria Institute of Management, Lucknow. Ph.D. in Marketing from Institute of Management Studies, BHU, Varanasi, and MBA in International Business from Devi Ahilya Vishwavidayalaya, Indore. He studies areas like customer purchase intention, healthcare marketing, usage of metaverse in marketing, Chinese products, retail marketing, etc.



**MARCH 2025** 





Dr Richa Misra, Working as an Associate Professor at Jaipuria Institute of Management, Noida. She has more than 20 years of teaching experience in the field of IT and Decision Science. Her research papers and cases have been published in ABDC A category, B category and Scopusindexed journals. She has also presented her cases and research at various international conferences and forums. She has imparted training in various organizations in the areas of IT Security, qualitative and quantitative research methods, data analysis and decision making and quantitative techniques for HR and Marketing perceptive.

#### IMPROVING BANKING CHATBOT SATISFACTION WITH LOCALIZED AND HUMANIZED APPROACH

In the dynamic realm of digital banking, the quest to enhance user satisfaction with chatbots has led to a harmonious blend of perceived intelligence, human-like features, and thoughtful localization. A recent study delved into how these elements, framed by the Unified Theory of Acceptance and Use of Technology (UTAUT), influence user contentment with banking chatbots, highlighting the pivotal role of trust. The research, involving 667 participants, unveiled that users' perceptions of a chatbot's usefulness and ease of use are paramount to their satisfaction. Chatbots that engage users and exhibit empathy further elevate this satisfaction. Conversely, factors like social influence and perceived intelligence were found to have minimal impact. Trust emerged as a crucial mediator, guiding users' intentions and overall satisfaction. Additionally, tailoring chatbot content to local languages and cultural nuances significantly enhanced user satisfaction. For developers aiming to refine chatbot performance, focusing on contextual understanding and empathetic interactions is

essential. Incorporating advanced anthropomorphic features can make interactions more relatable and satisfying. Engaging native speakers in creating and localizing chatbot content ensures cultural relevance and resonates with users. Banks should also consider sharing performance metrics and offering seamless access to human support to build trust and improve customer satisfaction. This study offers valuable insights for financial managers, emphasizing that a localized and humanized approach to chatbot design can significantly boost user engagement and satisfaction. By integrating UTAUT, anthropomorphism, and the expectation confirmation model, banks can develop chatbots that not only meet user expectations but also foster trust and loyalty.

The full research paper can be accessed here:

Misra, R., Malik, G., & Singh, P. (2025). A localized and humanized approach to chatbot banking companions: implications for financial managers. Management Decision.

DOI 10.1108/MD-11-2023-2223



13

## 



#### TRANSFORMING MANAGEMENT EDUCATION: HOW GENERATIVE AI IS SHAPING THE FUTURE OF LEARNING

The rapid advancement of Generative AI, particularly tools like ChatGPT, is transforming industries worldwide. For business leaders and educators alike, understanding the impact of AI on management education is crucial, as it directly influences the skills and capabilities of the future workforce. This study presents how AI is shaping the learning environment, the challenges it presents, and the opportunities it creates for industry professionals. Insights are drawn from a mixed-method approach—analysing public discourse through news articles and social media 'X' Platform sentiment analysis, followed by expert interviews with management educators who have integrated Al tools into their teaching practices. The analysis of news stories reveals that discussions about Generative Al's impact are predominantly focused on the education sector, with management education being a major area of interest. Further sentiment analysis of social media conversations provides real-time insights into how AI is perceived, highlighting both enthusiasm and

scepticism about its role in business education. By integrating these quantitative insights with qualitative interviews, a comprehensive understanding emerges of how early adopters in academia view Generative AI. While educators recognize the potential of AI to enhance engagement, personalize learning, and streamline administrative tasks, concerns remain regarding ethical considerations, assessment integrity, and over-reliance on automation. These findings are particularly relevant for industry professionals as they highlight the evolving competencies that AI-powered education will instil in future business graduates. For organizations, this research offers a roadmap for collaboration with academia. Businesses can engage with educational institutions to shape Alintegrated curricula, ensuring that graduates possess the analytical, ethical, and strategic thinking skills required in today's digital economy. As AI continues to redefine management education, industry stakeholders must actively participate in its

evolution—embracing innovation while safeguarding critical human skills that remainirreplaceable.

The full research paper can be accessed here

Gupta, P., Mahajan, R., Badhera, U., & Kushwaha, P. S. (2024). Integrating generative AI in management education: A mixedmethods study using social construction of technology theory. The International Journal of Management Education, 22(3), 101017. https://doi.org/10.1016/j.ijme.2024.101017



Dr. Renuka Mahajan is working at Jaipuria Institute of Management, Noida, with a Ph.D. in Computer Science & Engineering from Amity University. With 26 years of experience (23.6 in academia, 2.5 in the corporate sector), she specializes in IT and Business Analytics and is proficient in tools like Power BI, Tableau, SQL, and Excel. She has published research in Scopus and ABDC-listed journals and authored book chapters. Her research focuses on IT adoption, learning analytics, AI, and social media. She has conducted training for academia, corporates, and government officials in Business Research Methods and Analytics.

## 



Prof. Pragya Gupta is an Associate Professor in HR and OB at Jaipuria Institute of Management. A Delhi University topper, she earned a Sociology degree from Miranda House with a National Scholarship from the Ministry of HRD. She holds a Ph.D. in Workplace Spirituality from GGSIPU and is a lifetime member of IAMSR. Her research focuses on workplace spirituality, employee well-being, worklife conflict, and burnout, with 18+ publications in reputed journals and conferences. With over 13 years in Corporate HR, she worked with MNCs like Headstrong LLC, GE, and SAP Labs, where she was North India Head HR for 1,000 employees. Her expertise includes strategic HR, competency development, compensation, performance management, employee engagement, and HR operations.



**MARCH 2025** 

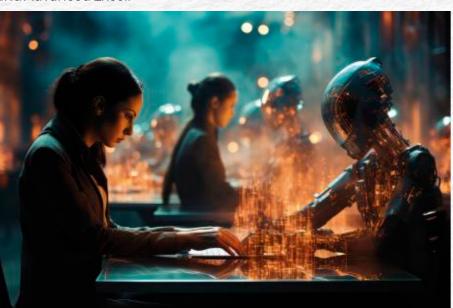
# 



Dr. Usha Badhera is a dedicated academic professional with nearly 25 years of experience in higher education. Recognized for a strong work ethic and genuine commitment to institutional growth. Committed to fostering a cooperative and productive work environment. Dr. Badhera excels in creating a cooperative and productive work environment and has successfully coordinated ATAL Faculty Development Programs (FDPs). Her credentials include a certification in Machine Learning with Business Applications from IIM Bangalore. She has conducted numerous skill enhancement courses and workshops in Business Analytics, Data Visualization using Power BI, Tableau, and Advanced Excel.

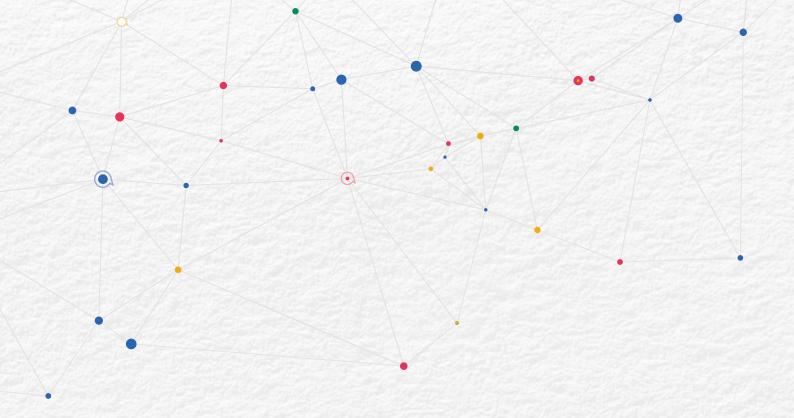


Dr. Pooja S. Kushwaha is a seasoned academician and trainer with over 20 years of Information Systems and Analytics expertise. She is an IBM Certified Analytics Trainer with Google certifications in Analytics, Search Engine Optimization, and Digital Marketing. Currently a Professor of Business Analytics, her research focuses on qualitative analysis and sentiment analysis, contributing valuable insights to the field.



**MARCH 2025** 





45th Amongst all Management Institutes in India (NIRF, 2024), Ministry of HRD, Govt. of India

NBA<sup>\*</sup> Accredited PGDM Program

NAAC Accredited Institute

Graded autonomy by AICTE

AACSB

Alliance

**Business** 

**Education** Member

AU<sup>\*</sup>Recognised PGDM As Equivalent to MBA





JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA A-32 A, Sector 62, Noida, Uttar Pradesh - 201309 P: 120 4638 300 | www.jaipuria.ac.in