

# American Journal of Economics and Business Management



Vol. 7 Issue 8 | pp. 560-573 | ISSN: 2576-5973

Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

# Exploring the Influence of Corporate Social Responsibility Disclosure on Corporate Governance and Firm Value

S. Suman Rajest<sup>1\*</sup>, R. Regin<sup>2</sup>

- 1. Professor, Dhaanish Ahmed College of Engineering, Chennai, Tamil Nadu, India.
- Assistant Professor, Department of Computer Science and Engineering, SRM Institute of Science and Technology, Ramapuram, India.
- \* Correspondence: sumanrajest414@gmail.com

**Abstract:** This study investigates the impact of institutional ownership, managerial ownership, and audit committees on firm value, with corporate social responsibility (CSR) disclosure serving as a moderating variable. Focusing on LQ-45 firms listed on the Indonesia Stock Exchange (IDX) from 2017 to 2022, the research utilizes a sample of 35 firms with 112 firm-year observations. Data were analyzed using ordinary least squares (OLS) regression and Moderated Regression Analysis (MRA). The findings reveal that institutional ownership and audit committee presence significantly affect firm value. CSR disclosure strengthens the relationship between institutional ownership and firm value, suggesting that firms with higher CSR engagement see a greater impact of institutional ownership on their value. Conversely, CSR disclosure weakens the effect of managerial ownership on firm value, indicating that increased CSR activities might diminish the influence of managerial ownership. Additionally, CSR does not enhance the relationship between audit committee presence and firm value. This research highlights the nuanced role of CSR in moderating governance mechanisms and their impact on firm value, offering insights for policymakers and investors in emerging markets.

**Keywords:** Corporate Social Responsibility (CSR), Institutional Ownership, Managerial Ownership, Audit Committees, Firm Value, Moderated Regression Analysis (MRA).

Citation: S. Suman Rajest.

Exploring the Influence of
Corporate Social Responsibility
Disclosure on Corporate
Governance and Firm Value.

American Journal of Economics
and Business Management 2024,
7(8), 560-573.

Received: 10th June 2024 Revised: 11th July 2024 Accepted: 24th Agst 2024 Published: 27th Agst 2024



Copyright: © 2024 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license

(https://creativecommons.org/licenses/by/4.0/)

# 1. Introduction

In today's rapidly evolving business landscape, effective management is crucial for sustaining firm growth and value. The primary objective of a firm is to maximize its wealth or value. However, achieving this goal often entails navigating complex conflicts of interest, particularly between managers and shareholders [1]. These conflicts, known as agency conflicts, arise when managers prioritize their personal interests over those of the firm's owners, leading to potential declines in share value and overall firm value [2]. This misalignment of interests can result in increased firm expenses and diminished profits, which are detrimental to shareholders. To mitigate such conflicts, aligning the interests of managers with those of shareholders is essential. One effective approach to reducing these conflicts is increasing managerial ownership [3-09]. The ownership structure of a firm plays a pivotal role in shaping corporate governance and policy. Good Corporate Governance (GCG) is influenced by various aspects of ownership, including managerial and institutional ownership. Managerial ownership refers to shares owned by managers, either solely or jointly with shareholders [10]. In contrast, institutional ownership pertains

to shares held by external institutions. Another crucial component of GCG is the audit committee, which supports the board of commissioners in overseeing the financial reporting process to enhance the credibility of financial statements [11-15]. The effectiveness of the audit committee is significantly influenced by its composition and the expertise of its members. This importance is underscored by regulatory requirements mandating that each listed firm must have an audit committee [16-21].

In the modern business environment, a single bottom line—financial performance is no longer sufficient to measure corporate success. Firms are now expected to adhere to the triple bottom line concept, which encompasses profit, people, and the planet [22-27]. From an economic perspective, firms are primarily focused on maximizing profits, often at the expense of environmental and social considerations. Such practices can lead to environmental degradation, including deforestation, air and water pollution, and other forms of environmental harm. Recognizing these issues, many firms have increasingly prioritized Corporate Social Responsibility (CSR) disclosures in their annual reports as part of their business strategy, due to the sustainable value benefits associated with CSR [28-33]. The importance of CSR has gained significant global attention, especially with the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs) by the United Nations. Research indicates that a substantial majority of investors and senior executives consider CSR in their decision-making processes. In Indonesia, the government has also emphasized the need for firms to implement CSR practices, as reflected in regulations mandating that firms operating in sectors related to natural resources must fulfill social and environmental responsibilities [29-35].

Despite the increasing emphasis on CSR, the relationship between corporate governance and firm value remains complex and inconsistent across studies. Some research has found no significant relationship between GCG and corporate value, while others have reported mixed results regarding the effects of managerial and institutional ownership on firm value [36-41]. These inconsistencies highlight the need for further exploration into how CSR might modulate the relationship between corporate governance mechanisms and firm value.

This study aims to address these gaps by examining the moderating role of CSR disclosure in the relationship between corporate governance and firm value. Specifically, the study focuses on LQ-45 firms listed on the Indonesia Stock Exchange (IDX) from 2017 to 2022. The independent variables in this research include managerial ownership, institutional ownership, and audit committees, while firm value is the dependent variable and CSR disclosure serves as the moderating variable [42-49]. Using a sample of 27 firms with 108 firm-year observations, the study employs purposive sampling and utilizes ordinary least squares (OLS) regression analysis in conjunction with Moderated Regression Analysis (MRA) to analyze the data [50-52]. The study's findings aim to provide valuable insights into how CSR disclosure influences the impact of corporate governance mechanisms on firm value. By integrating CSR as a moderating variable, this research seeks to clarify the complex interactions between governance practices and firm performance, offering implications for policymakers, investors, and firms striving for enhanced corporate governance and sustainable value creation [53-59].

## Literature Review and Hypothesis Development

An agency relationship exists between a manager (agent) and an investor (principal), characterized by a contract where the manager is expected to act in the best interests of the investor. Conflicts of interest often arise, leading to agency costs when the manager's actions deviate from the investor's interests. Managers are tasked with optimizing returns for investors according to the agreed contract, which means balancing different interests within the firm to achieve or maintain the desired level of prosperity [60-65].

Legitimacy theory posits that firms are integral to society and must adhere to societal norms to be seen as legitimate. This theory suggests that firms should align their operations with societal expectations to avoid conflicts and legal issues. When a firm's results align with public expectations, it enhances the firm's legitimacy, reducing the risk of societal backlash [66]. Stakeholder theory extends the focus from shareholders to a broader range of stakeholders, including creditors, consumers, suppliers, government, and the community [67]. This theory emphasizes that firms must create value for all stakeholders and manage activities to minimize potential losses. The objective is to enhance value creation and ensure that the firm's actions benefit a wide array of interested parties [68].

Corporate governance significantly influences firm value by ensuring effective decision-making and performance. Good corporate governance practices are linked to increased market capitalization and firm value [69]. Effective governance mechanisms enable timely and informed decisions, ultimately leading to improved firm performance [70]. Research indicates that corporate governance has a positive impact on firm value. Studies suggest that both managerial and institutional ownership contribute positively to firm value [71]. Furthermore, CSR disclosures play a crucial role in informing stakeholders about a firm's social and environmental activities. These disclosures can enhance firm performance by boosting reputation and competitiveness. CSR and corporate governance share the common goal of increasing firm value and benefiting stakeholders [72]. Firms that prioritize CSR are likely to see greater investor appreciation and improved business outcomes, as CSR becomes an essential strategy for competitive advantage and sustainability.

### 2. Materials and Methods

This research employs a quantitative descriptive approach with associative research methods, incorporating an explanatory approach to explore the relationship between corporate governance, CSR disclosure, and firm value. The study focuses on LQ-45 firms listed on the Indonesia Stock Exchange (IDX) for the period from 2017 to 2022. The LQ-45 index comprises firms with high liquidity and market capitalization, reflecting those that contribute significantly to Indonesia's revenue [73-79]. This index is selected as the research object due to its representation of high-performing firms that provide a robust sample for analysis. The research methodology involves a purposive sampling technique to identify and select firms that meet specific criteria relevant to the study. This sampling approach ensures that the chosen firms are representative of the high-performing segment of the Indonesian market. The final sample includes 108 firm-year observations from 27 eligible firms based on the criteria set for the study [80-85].

Quantitative descriptive analysis is utilized to provide a detailed overview of the data, while associative research methods are employed to examine the relationships between the variables under investigation. The explanatory approach is applied to elucidate how CSR disclosures moderate the effects of corporate governance mechanisms on firm value [86-91]. By focusing on LQ-45 firms, this research aims to provide insights into how corporate governance and CSR practices influence firm value in a highly relevant and significant segment of the Indonesian market. The results are expected to contribute valuable knowledge on the interplay between governance, CSR, and firm performance, offering practical implications for investors, policymakers, and business managers in enhancing corporate practices and sustaining firm value [92-96].

### Operational Definition and Variable Measurement

The dependent variable is the firm's value (NP). Because it represents the market value of a company's capital, Tobin's Q is deemed the best tool for measuring firm value

in this study. The fact that the firm is considering input from both shareholders and creditors is demonstrated by Tobin's Q. Here is the formula for Tobin's Q:

Tobins'Q = 
$$\frac{(EMV + D)}{(EBV + D)}$$

In this context, EMV refers to the closing price multiplied by the number of outstanding shares, EBV is for the book value of total equity, and D stands for the book value of total debt, which includes both current and long-term debt.

# Independent Variable

Corporate governance is defined by the Indonesia Institute for Corporate Governance (IICG) as "a system of rules and regulations that governs the management of a company in a way that ensures its activities are consistent with the interests of its stakeholders" (stakeholders). Institutional ownership, managerial ownership, and the audit committee are the three pillars upon which good corporate governance rests (KA). Another way to express it is as a percentage of institutional ownership, which is determined by dividing the total number of shareholders by the sum of institutional and blockholder ownership [97-101].

$$KI = \frac{\text{institional shares}}{\sum outstanding \ shares} \ x \ 100\%$$

The ownership structure of management can be observed by looking at the percentage of shares owned by management at the end of the year.

$$KM = \frac{\text{management shares}}{\sum outstanding shares} \times 100\%$$

At least three individuals make up the audit committee, and according to Indonesian legislation, at least one of them should have a background in accounting or finance. Here, the number of audit committees in existence inside the company throughout the study's observation period is used as a metric for the audit committee (period t).

### 3. Results

We may find the average, minimum, maximum, and standard deviation of all the variables in this descriptive statistic. Figure 1 shows the results of the calculations; the standard deviations are higher than the average, indicating that the data for the variables included in this study is varied.

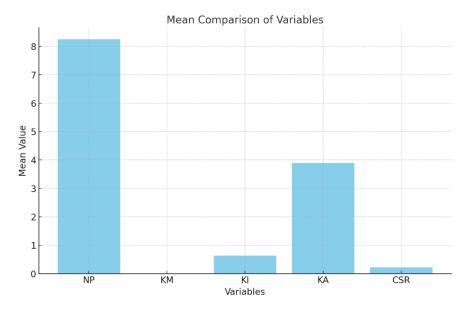


Figure 1: Comparison of Variables

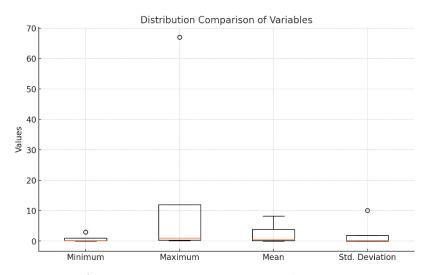


Figure 2: Distribution comparison of variables

The addition of the CSR moderating variable did not change the fact that the three independent variables institutional ownership, managerial ownership, and the audit committee—could account for 8.4% of the variation in the firm's worth (0.084), according to figure 2. (Adjusted R2 value) [102-109]. The valuation of the firm may be predicted by 8.4 percent using the independent factors employed in this study. Contrarily, other characteristics that were not considered in this study account for the remaining 91.6%. Adding a moderating variable, CSR, however, raised the modified R2 to 0.182, or 18.2%. This value suggests that corporate social responsibility (CSR) has the potential to enhance the connection between institutional ownership, managerial ownership, and the audit committee's impact on the firm's value . [110-115]

# 4. Discussion

Institutional ownership refers to the shares of a firm held by institutions such as insurance companies, banks, investment firms, and other similar entities. This type of ownership plays a crucial role in overseeing management due to the significant investments these institutions make in the capital market. Institutional investors typically have a vested interest in the firm's performance and governance because their substantial

shareholdings provide them with both influence and responsibility [116-121]. This oversight helps to ensure that management acts in the best interests of shareholders, potentially reducing the likelihood of managerial opportunism. When institutional ownership is high, these investors often engage more actively in monitoring the firm's operations and management practices. This increased scrutiny can lead to more efficient use of the firm's assets and deter wasteful or self-serving behavior by managers. Consequently, firms with higher levels of institutional ownership may exhibit better governance and improved performance [122-126].

Management ownership refers to the proportion of a firm's shares owned by its management team, including directors and commissioners who are involved in corporate decision-making. The presence of management ownership is often viewed as a positive factor because it aligns the interests of management with those of shareholders. When managers have a significant stake in the firm, they are more likely to work towards increasing the firm's value, as their personal financial outcomes are directly tied to the firm's performance. The rationale is that management will act more diligently and responsibly when they have a personal investment in the firm's success. However, the relationship between managerial ownership and firm value is not always straightforward. Research has shown that while management ownership can improve oversight and potentially increase firm value, it is not the only factor influencing firm value. Other variables, such as institutional ownership and the effectiveness of the audit committee, also play significant roles. Therefore, while management ownership can contribute to firm performance, its impact on firm value may be moderated by other governance factors [127-129].

The audit committee is a key component of corporate governance, established by and reporting to the Board of Commissioners. This committee is tasked with overseeing the firm's financial reporting processes, risk management practices, and overall corporate governance. The effectiveness of the audit committee is vital for maintaining the integrity and accuracy of financial statements and ensuring robust risk management. A well-functioning audit committee can enhance investor confidence by providing assurance that the firm's financial reports are reliable and that risks are appropriately managed. However, findings from recent studies suggest that having too many audit committee members can lead to inefficiencies. When the number of members exceeds an optimal level, decision-making processes can become cumbersome and less effective. This inefficiency can negatively impact the firm's value, as the audit committee's role is to add value through effective oversight, not to complicate the governance process. Therefore, it is essential for firms to strike a balance in the size of the audit committee, aligning it with the firm's complexity and ensuring that it functions efficiently.

Corporate Social Responsibility (CSR) is another important aspect of firm governance that can influence firm value. CSR represents a firm's commitment to addressing economic, social, and environmental issues. The level of CSR disclosure provides stakeholders with insights into how a firm manages its social and environmental responsibilities. Firms that are transparent about their CSR activities often enhance their reputation and build stronger relationships with stakeholders. This positive perception can lead to increased firm value, as investors and consumers may view CSR as an indicator of a firm's long-term sustainability and ethical practices. CSR disclosure is typically measured using various indicators, such as those provided by the Global Reporting Initiative (GRI), which includes items related to economic performance, environmental impact, and social responsibility.

The interaction between CSR and other governance factors can vary. For example, CSR can play a moderating role in the relationship between managerial ownership and firm value. When firms with high managerial ownership also engage in robust CSR practices, the positive impact on firm value may be amplified. This is because CSR activities can enhance the alignment of management's interests with those of shareholders,

improving overall firm performance. However, the influence of CSR on the relationship between managerial ownership and firm value is not always straightforward. In some cases, CSR may not significantly strengthen this relationship, indicating that other governance factors may overshadow the impact of CSR.

The role of CSR in moderating the relationship between the audit committee and firm value is also noteworthy. While CSR is important for enhancing a firm's reputation and stakeholder relationships, its impact on the effectiveness of the audit committee's oversight might be limited. This is because CSR and audit committee functions address different aspects of firm governance. CSR focuses on external social and environmental responsibilities, while the audit committee is concerned with internal financial reporting and risk management. Therefore, while CSR can positively influence firm value through enhanced reputation and stakeholder trust, it may not directly impact the effectiveness of the audit committee.

The results of this study highlight a distinction between CSR's impact on managerial ownership and its effect on the audit committee. Specifically, CSR has been shown to strengthen the relationship between managerial ownership and firm value, suggesting that firms with high managerial ownership and strong CSR practices may experience greater improvements in value. This is in contrast to the audit committee, where CSR does not significantly enhance the relationship with firm value. This discrepancy underscores the importance of considering multiple governance factors and their interactions when assessing firm value.

In comparison to previous studies, the findings of this research provide new insights into the role of CSR in corporate governance. For instance, previous research has indicated that CSR might not always moderate the relationship between good corporate governance and firm value. This discrepancy may arise from differences in investor behavior and market conditions. In Indonesia, investors may focus more on short-term gains rather than long-term sustainability, which can affect how CSR is perceived and valued. CSR represents a long-term strategy aimed at maintaining firm sustainability, and its benefits may not be immediately apparent in short-term market behaviors. Consequently, the impact of CSR on firm value may become more evident over an extended period, highlighting the need for a long-term perspective in evaluating CSR's effectiveness.

Institutional ownership contributes to effective oversight and efficient use of firm assets, while management ownership aligns management interests with those of shareholders. The audit committee plays a critical role in overseeing financial reporting and risk management, although its effectiveness may be impacted by the size of the committee. CSR serves as a moderating variable that can enhance the relationship between managerial ownership and firm value, while its impact on the audit committee's effectiveness may be limited. These findings emphasize the importance of considering various governance factors and their interactions when evaluating firm value, and they highlight the need for a long-term perspective in assessing the impact of CSR.

# 5. Conclusion

This study investigates the moderating effect of corporate social responsibility (CSR) disclosure on corporate governance factors and firm value within LQ-45 firms listed on the Indonesia Stock Exchange from 2017 to 2022. The analysis of 108 observations from 27 firms yields several key findings. Firstly, institutional ownership positively impacts firm value by enhancing oversight and driving efforts to optimize the firm's performance. In contrast, an increase in the size of the audit committee appears to decrease firm value, potentially due to inefficiencies associated with having too many members. Secondly, managerial ownership does not show a significant relationship with firm value, suggesting that while management stake aligns interests, it does not independently drive firm performance. Furthermore, CSR disclosure plays a dual role. It can both strengthen and weaken the relationship between managerial ownership and firm value, reflecting the

complex interplay between governance mechanisms and CSR practices. The variability in CSR's impact may be attributed to differing investor perceptions and market dynamics. Future research could address these limitations by expanding the sample to include a wider range of firms and employing alternative measures of firm value, such as market-based indicators, to enhance the robustness of the findings. Such expansions could provide more comprehensive insights into the effects of corporate governance and CSR on firm performance.

### **REFERENCES**

- 1. A. Charmchian Langroudi, M. Charmchian Langroudi, F. Arasli, and I. Rahman, "Challenges and strategies for knowledge transfer in multinational corporations: The case of hotel 'Maria the great,'" Journal of Hospitality & Tourism Cases, 2024.
- 2. A. Csiszer "Academic Capitalism and the New Economy: Market, State and Higher Education" Felsőoktatási Műhely Vol 3. pp. 7-21. 2008
- 3. A. Csiszer "Social Identity as a Tool of Sustainable Public Deliberation" In: Technium Social Sciences Journal Vol. 12, 2020
- 4. A. Csiszer "The Modernization of Hungary". Comparative Modernisation Vol 1. Nobel Bilimsel Publisher. pp. 207-220. 2022
- 5. A. Csiszer "Towards Society 5.0 in Perspective of Agile Society". Agile Management and VUCA-RR: Opportunities and Threats in Industry 4.0 Towards Society 5.0. Emerald Publishing Limited pp. 169-193. 2022
- A. Csiszer and L. Veres, "New HR Competences in the Context of Economy Digitalization Industry 4.0." In: Sagadiyev Readings –International Scientific and Practical Conference on Digitalization of the Economy of Kazakhstan pp. 10-13. 2018
- 7. A. Csiszer, "The Effects of Advertisements on Our Changing Society". Acta Sociologica Vol 4. No 1. pp. 19-30. 2011.
- 8. A. Csiszer, "Social Communication and Its Means in the Context of the Partnership Agreement". Spring Wind Vol 4. Doktoranduszok Országos Szövetsége, Debrecen, pp.37-42. 2014.
- 9. A. Csiszer, "Dimensions of Corporate Social Responsibility in View of Social Trust" In: Proceedings of the International Business Conference: Creativity, Innovation and Entrepreneurship. Vilnius, Lithuania pp. 135-149. 2017
- 10. A. Csiszer, "Regional Dimensions of Social Responsibility in View of Social Trust" East-West Cohesion Conference Paper . Vol 1. 2015
- 11. A. Csiszer, "The Diffusion of Social Trust and the Triple Helix Concept" In: Callos, Nagib et al. (eds) The 10th International Conference On Society and Information Technologies Proceedings. IIIS Orlando, Florida, USA pp. 31-36. 2019
- 12. A. Csiszer, "The Interconnections of Research and Design in Context of Social Trust and the Triple Helix Concept". Journal of Systemics, Cybernetics and Informatics 17 (1). pp. 106-116. 2019
- 13. A. Csiszer, "Trust as Social Connectivity" In: Sustaining Development Connecting Business and Society in Emerging Economies Vol 2. No2. Lebanese International University Publisher. 2017
- 14. A. S. Guru Prapanna, J. Jayapriya, and K. T. P. Poornima, "Hermeneutics of Iniyavai Naarpadhu and Inna Naarpadhu," Journal of Positive School Psychology, vol. 6, no.8, pp. 4358–4368, 2022.
- 15. Alabdullah, T. T. Y., Alfadhl, M. M. A., Yahya, S., & Rabi, A. M. A. (2014). The Role of Forensic Accounting in Reducing Financial Corruption: A Study in Iraq. International Journal of Business and Management, 9 (1), 26.
- 16. Alabdullah, T. T. Y., AL-Qallaf, A. J. M. (2023). The Impact Of Ethical Leadership On Firm Performance In Bahrain: Organizational Culture As A Mediator. Current Advanced Research On Sharia Finance And Economic Worldwide, 2(4), 482-498.

- 17. Alabdullah, T. T. Y., Naseer, H. K. (2023). Corporate Governance Strategic Performance As A Significant Strategic Management To Promoting Profitability: A Study In Uae. Journal Of Humanities, Social Sciences And Business, 2 (4), 620-635.
- 18. Alabdullah, T.T.Y. (2023). How Do Sustainability Assurance, Internal Control, Audit Failures Influence Auditing Practices? Journal of Management, Accounting, General Finance and International Economic Issues, 2 (3), 671-688.
- 19. B. Verma and A. Srivastava, "Dimensions of Globalisation and Economic Growth of India: Exploring Causal Linkages," International Journal of Economic Policy in Emerging Economies, vol. 15, no. 2-4, pp. 197-213, 2022.
- 20. B. Verma and D. A. Srivastava, "A Comparative Analysis of Effect of Different Measures of Globalization on Economic Development," International Journal of Development and Conflict, vol. 10, pp. 246-264, 2020.
- 21. B. Verma, A. Srivastava, R. Mehta, Meenakshi, and J. Chandel, "FDI-linked Spillovers and the Indian Economic Growth: The Role of Country's Absorptive Capacity," 2022 IEEE Delhi Section Conference (DELCON), New Delhi, India, 2022, pp. 1-6.
- 22. C. Divya and K. P. Naachimuthu, "Human nature connection and mental health: What do we know so far?," Indian Journal of Health and Well-being, vol. 11, no. 1–3, pp. 84–92, 2020.
- 23. D. A. Al-Maaitah, T. A. M. Al-Maaitah, and O. H. M. Alkharabsheh, "The impact of job satisfaction on the employees turnover intention at public universities (Northern Border University)," International Journal of Advanced and Applied Sciences, vol. 8, no. 5, pp. 53–58, 2021.
- 24. Dahal, R. K., Ghimire, B., & Rai, B. (2022). A balanced scorecard approach for evaluating organizational performance of Nepal Telecom. Management Dynamics, 25(1), 63–73.
- 25. Dahal, R. K., Ghimire, B., & Rai, B. (2022). Social and environmental accountabilities of the Nepalese cell phone operators. Quest Journal of Management and Social Sciences, 4(2), 225–235.
- 26. Dahal, R. K., Ghimire, B., & Rai, B. (2023). The strength of corporate governance metrics on organizational performance of Nepalese telecom industry. THE BATUK: A Peer Reviewed Journal of Interdisciplinary Studies, 9(1), 58–74.
- 27. Dahal, R. K., Ghimire, B., Rai, B., & Shahi, B. J. (2023). Customer's perspective on non-financial performance metrics of telecommunication companies: The emerging market case. Journal of Governance & Regulation, 12(2), 8–18.
- 28. F. M. Masad, T. A. Al-Maaitah, D. A. Al-Maaitah, E. F. Qawasmeh, and N. A. Qatawneh, "Harnessing artificial intelligence for human resources management: Tools, advantages, and risks in the energy sector," in E3S Web of Conferences, vol. 541, EDP Sciences, 2024.
- 29. F. Nechita, A. Candrea, A. Csiszer, H. Tanaka "Valorising Intangible Cultural Heritage Through Community Based Turism in Lapus Land, Transylvania". Transilvania University of Brasov Bulletin VII: Social Sciences, Law 11:1 pp. 65-74. 2018
- 30. F. Nechita, A. Candrea, A. Csiszer, H. Tanaka "Valorising Intangible Cultural Herizage Through Community Based Turism in Lapus land, Transylvania" In: Banks, M (ed). Interpret Europe Conference: Proceedings. pp: 2019-220. 2018
- 31. Farheen, Makrani & Kuldeep, Sharma (2023). A Study on Customer Satisfaction towards traditional Taxis in South Mumbai. Electronic International Interdisciplinary Research Journal, 12 I(a), pp.15-28. https://zenodo.org/records/7653292#.Y\_ENSHZBzIU
- 32. Ghimire, B., Dahal, R. K., & Rai, B. (2023). The attitude of flexible work arrangement on academics' job satisfaction: The emerging market case. Journal of System and Management Sciences, 13(2), 370-383.
- 33. Ghimire, B., Dahal, R. K., Rai, B., Upadhyay, D. (2023). Employee performance factors in the Nepalese commercial banks: Insights from emerging markets. Journal of Logistics, Informatics and Service Science, 10(2), 29-42.
- 34. Ghimire, B., Rai, B., & Dahal, R. K. (2021). Corporate culture and organizational performance in the banking industry of Nepal. Management Dynamics, 24(2), 1–8.
- 35. Ghimire, B., Rai, B., & Dahal, R. K. (2022). Understanding and adoption of internet banking: Nepalese perspective. KMC Research Journal, 6(6), 13–31.

- 36. J. Cao, G. Bhuvaneswari, T. Arumugam, and A. B. R, "The digital edge: Examining the relationship between digital competency and language learning outcomes," Frontiers in Psychology, vol. 14, Jun. 2023.
- 37. J. Rehman, M. Kashif, and T. Arumugam, "From the land of Gama: Event attachment scale (EAS) development exploring fans' attachment and their intentions to spectate at traditional gaming events," International Journal of Event and Festival Management, vol. 14, no. 3, pp. 363–379, Jun. 2023.
- 38. K. Ashifa And K. Swapna, "Performance appraisal model of resource teachers in inclusive class rooms: A structural analysis," Advances in Mathematics: Scientific Journal , vol.9, no.9, pp.7127-7135, 2020
- 39. K. Ashifa And P. Ramya, "Health afflictions and quality of work life among women working in fireworks industry," International Journal of Engineering and Advanced Technology, vol.8, no.6 Special Issue 3, pp.1723-1725, 2019
- 40. K. Ashifa, "Community-based rehabilitation of person with disabilities for livelihood interventions," International Journal of Advanced Science and Technology, vol.29, no.4 Special Issue, pp.1811-1816, 2020
- 41. K. Ashifa, "Developmental initiatives for person with disabilities: Appraisal on village-based rehabilitation of amar seva sangam," Indian Journal of Public Health Research and Development, vol.10, no.12, pp.1257-1261, 2019
- 42. K. Ashifa, "Human right awareness and advocacy role of youth in kerala: An empirical analysis," Rupkatha Journal on Interdisciplinary Studies in Humanities , vol.12, no.1, pp.1-9, 2020
- 43. K. Ashifa, "Modelling of community service projects for rural technology implementation," International Conference on Newer trends and Innovations in Mechanical Engineering, ICONTIME 2020, vol.37, Trichy, Tamil Nadu, India, pp.2703-2707, 2020
- 44. K. Ashifa, "Physical health hazardas of schizophrenia patients," Systematic Reviews in Pharmacy, vol.11, no.12, pp.1848-1850, 2020
- 45. K. Ashifa, "Psychosocial support assessment among women police force in India," International Journal of Psychosocial Rehabilitation, vol.23, no.3, pp.811-820, 2019
- 46. K. Ashifa, "Reproductive health status of irula tribal women in india," International Journal of Pharmaceutical Research, vol.12, no.4, pp.2973-2977, 2020
- 47. K. Ashifa, "Sustanability of small and medium manufacturing engineering enterprises in India," Journal of Advanced Research in Dynamical and Control Systems, vol.12, no.7 Special Issue, pp.992-998, 2020
- 48. K. Ashifaa, "Perceived language barriers among foreign nationals in Turkey," Journal of Language and Linguistic Studies, vol.17, no.2, pp.1114-1119, 2021
- 49. K. Ashifa, "Human rights awareness among engineering graduation students," Journal of Advanced Research in Dynamical and Control Systems, vol.11, no.12 Special Issue, pp.596-598, 2019
- 50. K. Ashifa, "Human rights protection through involvement of youth in welfare programmes in India," Journal of Legal, Ethical and Regulatory Issues, vol.24, no.Special Issue 1, pp.1-8, 2021
- 51. K. P. Naachimuthu and K. Kalaiselvan, "Management lessons from Thirukkural," International Journal of Management Research and Business Strategy, vol. 1, no. 1, pp. 58–71, 2012.
- 52. K. P. Naachimuthu and T. Kalpana, "Graded Exposure and Use of Thiruppugazh for Stuttering: A Case Study," Indian Journal of Positive Psychology, vol. 13, no.1, 2022.
- 53. K. P. Naachimuthu, "Management Philosophies in Ramayana' Pragyaan," Journal of Management, vol. 6, no. 2, pp. 52–58, 2008.
- 54. K. P. Naachimuthu, "PSG Eco-Literacy Scale (Revised 2017)," International Journal of Social Sciences, vol. 5, no. 4, pp. 581–587, 2017.
- 55. K. P. Naachimuthu, "We are from Knowledge Sharing Culture," Manag. Labour Stud., vol. 32, no. 3, pp. 369–374, 2007.
- 56. K. U. Kiran and T. Arumugam, "Role of programmatic advertising on effective digital promotion strategy: A conceptual framework," Journal of Physics: Conference Series, vol. 1716, p. 012032, Dec. 2020.
- 57. Kakkad, Poonam, Sharma, Kuldeep & Bhamare, Ajay (2021). An Empirical Study on Employer Branding To Attract And Retain Future Talents. Turkish Online Journal of Qualitative Inquiry, 2021, Vol 12(6), pp.7615

- 58. Kariveliparambil Momammed Asharaf, "Addictive Behaviour among Women Viewers of Indian Soap Opera," Webology , vol.18, pp.127-136, 2021
- 59. Kumar, J., & Rani, V. (2024). Financial innovation and gender dynamics: a comparative study of male and female FinTech adoption in emerging economies. International Journal of Accounting & Information Management, August 2024.
- 60. Kumar, J., & Rani, V., "Investigating the dynamics of FinTech adoption: an empirical study from the perspective of mobile banking", Journal of Economic and Administrative Sciences, April 2024.
- 61. Kumar, J., & Rani, V., "What do we know about cryptocurrency investment? An empirical study of its adoption among Indian retail investors," The Bottom Line, February 2024, Vol. 37 No. 1, pp. 27-44,
- 62. Kumar, J., Rani, G., Rani, M. and Rani, V. (2024). Blockchain technology adoption and its impact on SME performance: insights for entrepreneurs and policymakers. Journal of Enterprising Communities: People and Places in the Global Economy, August 2024.
- 63. Kumar, J., Rani, G., Rani, M., & Rani, V, "Do green banking practices improve the sustainability performance of banking institutions? The mediating role of green finance", Social Responsibility Journal, July 2024.
- 64. Kumar, J., Rani, M., Rani, G., & Rani, V, "Human-machine dialogues unveiled: an in-depth exploration of individual attitudes and adoption patterns toward AI-powered ChatGPT systems", Digital Policy, Regulation and Governance, 26(4), 435-449, April 2024.
- 65. Kumar, J., Rani, M., Rani, G., & Rani, V., "What do individuals know, feel and do from a financial perspective? An empirical study on financial satisfaction". International Journal of Social Economics. November 2023.
- 66. Kumar, J., Rani, V., Rani, G., & Rani, M. (2024). Understanding purchase behaviour towards green housing among millennials: the mediating role of purchase intention. International Journal of Housing Markets and Analysis, April 2024.
- 67. Kumar, J., Rani, V., Rani, G., & Rani, M., "Does individuals' age matter? A comparative study of generation X and generation Y on green housing purchase intention," Property Management.
- 68. M. A. Sanjeev, A. Thangaraja, and P. K. S. Kumar, "Multidimensional scale of perceived social support: Validity and reliability in the Indian context," International Journal of Management Practice, vol. 14, no. 4, p. 472, 2021.
- 69. M. A. Sanjeev, S. Khademizadeh, T. Arumugam, and D. K. Tripathi, "Generation Z and intention to use the digital library: Does personality matter?," The Electronic Library, vol. 40, no. 1/2, pp. 18–37, Dec. 2021.
- 70. M. A. Sayem, F. Chowdhury, S. C. Shadhana, J. W. Ferry, A. S. Anwar, and M. Rowshon, "The Transformative Impact of Business Intelligence on Unemployment Insurance: Enhancing Decision Making and Operational Efficiency Through a Mixed-Methods Approach," International Journal of Innovation Studies, vol. 8, no. 1, pp. 456-481, 2024.
- 71. M. A. Sayem, N. Taslima, G. S. Sidhu, and J. W. Ferry, "A Quantitative Analysis of Healthcare Fraud and Utilization of AI for Mitigation," International Journal of Business and Management Sciences, vol. 4, no. 7, pp. 13-36, 2024.
- 72. M. Hana, S. Vishnupriya, and K. P. Naachimuthu, "Restorative Effect of Direct and Indirect Nature Exposure A Systematic Review," International Journal of Scientific Research, vol. 11, no. 5, pp. 10–15, 2022.
- 73. M. M. Al-Ajlouni, D. A. Al-Maaitah, and T. A. Al-Maaitah, "Managing Supply Chains Using Business Intelligence," Kurdish Studies, vol. 12, no. 2, pp. 5328–5337, 2024.
- 74. M. Mahato and K. Gaurav, "Collegiate cheating: Understanding the prevalence, causes, and consequences," SocioEconomic Challenges, vol. 7, no. 3, 152-163, 2023.
- 75. M. Mahato and P. Kumar, "Emotional Labor An Empirical Analysis of the Correlations of Its Variables," European Journal of Business and Management, vol. 4, no. 7, pp. 163–168, Jun. 2012,
- 76. M. Mahato, "HR Focus Within the Indian Information Technology Industry," Prabandhan: Indian Journal of Management, vol. 5, no. 5, p. 14, May 2012,
- 77. M. Mahato, "Life satisfaction—what does it really mean to Indians?," PURUSHARTHA-A journal of Management, Ethics and Spirituality, vol. 7, no. 1, pp. 79–87. 2014.
- 78. M. Mahato, "Performance Analysis of High, Medium and Low Companies in Indian Pharmaceuticals Industry," IUP Journal of Management Research, vol. 10, no. 3, pp. 52-70, 2011.

- 79. M. Modekurti-Mahato and P. Kumar, "Organizational Role Stress Empirical Evidences from India during Economic and Political Resentment," PURUSHARTHA A journal of Management, Ethics and Spirituality, vol. 7, no. 2, pp. 30–39, 2014.
- 80. M. Modekurti-Mahato, P. Kumar, and P. G. Raju, "Impact of Emotional Labor on Organizational Role Stress A Study in the Services Sector in India," Procedia Economics and Finance, vol. 11, pp. 110–121, 2014.
- 81. N. Alrawashdeh, A. A. Alsmadi, M. Alsaaideh, D. A. Maaitah, M. Al-Okaily, and A. Al-Okaily, "Embracing cryptocurrency in the financial landscape: An empirical study," in Studies in Systems, Decision and Control, Cham: Springer Nature Switzerland, 2024, pp. 721–733.
- 82. N. R. Palakurti, "Machine Learning Mastery: Practical Insights for Data Processing", Practical Applications of Data Processing, Algorithms, and Modeling, p. 16-29, 2024.
- 83. N. S. Priyadarshini and K. P. Naachimuthu, "Ancient and Modern Conception to Virtues: Comparing Naaladiyar and Positive Psychology," in International Conference on Multi Facets of Sacred Literature, 2020
- 84. N. Taslima et al., "Mitigating inflation: A comprehensive analysis of policy measures and their impacts on the U.S. Economy," fmmej, vol. 4, no. 7, pp. 17–38, 2024.
- 85. Nayak, K. M., & Sharma, K. (2019). Measuring Innovative Banking User's Satisfaction Scale. Test Engineering and Management Journal, 81(2019), pp.4466-4477.
- 86. P. Gurusamy Pandian And K. Ashifa, "Analysis and design of fire resistance cloth in fireworks industries," 2020 International Conference on Future Generation Functional Materials and Research, ICFMR 2020, vol.33, Andhra Pradesh, India, pp.1032-1037, 2020
- 87. P. Ramya And K. Ashifa, "A study on stress management among sales women in textile industry," International Journal of Advanced Science and Technology, vol.29, no.6 Special Issue, pp.2355-2358, 2020
- 88. P. G. Raju and M. M. Mahato, "Impact of longer usage of lean manufacturing system (Toyotism) on employment outcomes a study in garment manufacturing industries in India," International Journal of Services and Operations Management, vol. 18, no. 3, p. 305, 2014.
- 89. P. Nachimuthu, "Mentors in Indian mythology," Manag. Labour Stud., vol. 31, no. 2, pp. 137–151, 2006.
- 90. Polo, O. C. C., Ochoa, J. A. V., Posada, G. I. A., & Arcila, J. O. S. (2022). La auditoría forense; Un instrumento esencial de control interno en las entidades públicas?. Administración & Desarrollo, 52(1), 95-112.
- 91. Polo, O. C. C., Ochoa, J. A. V., Sanmartin, A. F. S., & Arango, D. A. G. (2023). Tax Evasion, Corruption And Tax Administrative Management. Russian Law Journal, 11(2), 44-53.
- 92. Polo, O. C. C., Ochoa, J. A. V., Zapata, J. A. S., & Arango, D. A. G. (2023). Estado de la cuestión sobre tributación internacional. Revisión sistemática desde las directrices de prisma. Administración & Desarrollo, 53(1), 1-16.
- 93. Poulami, Sarkar & Sharma, Kuldeep (2021). A Study on the Persistent issues of the Tourism Sector Faced by the Indian Tourists. Journal of Decision Making and Leadership (1), (1), pp.29-36.
- 94. R. Rasi And K. Ashifa, "Role of community based programmes for active ageing: Elders self-help group in kerala," Indian Journal of Public Health Research and Development, vol.10, no.12, pp.1278-1282, 2019
- 95. Rai, B., Dahal, R. K., & Ghimire, B. (2022). Consumer behavior towards cosmetics products in Kathmandu Valley. Pravaha, 28(1), 23-28.
- 96. Rai, B., Dahal, R. K., & Ghimire, B. (2022). Factors affecting Smartphone purchase decisions of consumers. Management Dynamics, 25(2), 13–22.
- 97. Rai, B., Dahal, R. K., & Ghimire, B. (2023). Factors affecting consumer behavior in Smartphone purchases in Nepal. Innovative Marketing, 19(3), 74-84.
- 98. Rai, B., Dahal, R. K., Shahi, B. J., & Ghimire, B. (2023). Impulse buying behavior in distribution centers of Kathmandu. Journal of Distribution Science, 21(5), 19-29.
- 99. Ramírez, N. J. G., Polo, O. C. C., Gaviria, D. A. G., Ochoa, J. A. V., Arango, D. A. G., & Vásquez, J. A. U. (2024). El perfil del Contador Público, ¿una respuesta a las necesidades organizacionales de las entidades sin fines de lucro en la Cuarta Revolución Industrial?. Revista de Gestão Social e Ambiental, 18(6), e05752-e05752.
- 100.Rani, V., & Kumar, J., "Gender differences in FinTech adoption: What do we know, and what do we need to know?", Journal of Modelling in Management.

- 101.S. Bhattacharjee and M. Mahato, "A comparative analysis of growth of telecom cluster with special reference to Indian economy," Iimranchi.ac.in, 2016.
- 102.S. Gupta, N. Pande, T. Arumugam, and M. A. Sanjeev, "Reputational impact of COVID-19 pandemic management on World Health Organization among Indian public health professionals," Journal of Public Affairs, Oct. 2022.
- 103.S. Hameed, S. Madhavan, and T. Arumugam, "Is consumer behaviour varying towards low and high involvement products even sports celebrity endorsed?," International Journal of Scientific & Technology Research, vol. 9, no. 3, Mar. 2020.
- 104. S. R. Balabantaray et al., "The impact of COVID-19 lockdown on adolescents and young adults' lifestyle," J. Informatics Education and Research, vol. 3, no. 2, 2023.
- 105.S. Sailakumar and K. P. Naachimuthu, "A phenomenological approach to understand the nature based experiences and its influence on holistic development," Indian Journal of Positive Psychology, vol. 8, no. 2, 2017.
- 106.S. Verma, N. Garg, and T. Arumugam, "Being ethically resilient during COVID-19: A cross-sectional study of Indian supply chain companies," The International Journal of Logistics Management, Aug. 2022.
- 107.S. Yalamati, "Fintech Risk Management: Challenges For Artificial Intelligence In Finance", International Journal of Advances in Engineering Research, vol. 24, no. 5, p. 1-67, 2022.
- 108.S. Yalamati, "Forecast Cryptocurrency Market Investments Based on Stock Market Performance", International Journal of Innovations in Applied Sciences & Engineering, vol. 9, p. 19-27, 2023.
- 109. Sabarirajan, A., Reddi, L. T., Rangineni, S., Regin, R., Rajest, S. S., & Paramasivan, P. (2023). Leveraging MIS technologies for preserving India's cultural heritage on digitization, accessibility, and sustainability. In Advances in Business Information Systems and Analytics (pp. 122–135). IGI Global, USA.
- 110.Sharma, Kuldeep & Poddar, Sandeep (2018). An Empirical Study on Service Quality at Mumbai Metro-One Corridor. Journal of Management Research and Analysis (JMRA), 5(3), 2018, pp.237-241.
- 111.Sharma, Kuldeep (2015). Travel Demand for Air-conditioner buses in Kalyan-Dombivali Region. Tactful Management Research Journal, 9 (2015), pp.44-50. http://oldtm.lbp.world/MumbaiSeminars.aspx?ID=9
- 112.Singh, S., Rajest, S. S., Hadoussa, S., Obaid, A. J., & Regin, R. (Eds.). (2023). Data-Driven Intelligent Business Sustainability. Advances in Business Information Systems and Analytics, IGI Global, USA.
- 113.T. A. Al-Maaitah et al., "Strategies for success: A theoretical model for implementing business intelligence systems to enhance organizational performance," Int. J. Adv. Appl. Sci., vol. 11, no. 5, pp. 55–61, 2024.
- 114.T. Arumugam, B. L. Lavanya, V. Karthik, K. Velusamy, U. K. Kommuri, and D. Panneerselvam, "Portraying women in advertisements: An analogy between past and present," The American Journal of Economics and Sociology, vol. 81, no. 1, pp. 207–223, Jan. 2022.
- 115.T. Arumugam, B. Subramaniam, B. Jayakrishnan, V. Asi, M. Reddy, and Ranganathan, "Financial reengineering perspectives of Government of India with respect to time series effect and performance of sovereign gold bond," Accessed: Aug. 06, 2024.
- 116.T. Arumugam, K. M. Ashifa, V. Vinayagalakshmi, U. Kiran, and S. Ramya, "Big Data in Driving Greener Social Welfare and Sustainable Environmental Management," Advances in Business Information Systems and Analytics Book Series, pp. 328–343, Dec. 2023.
- 117.T. Arumugam, M. A. Sanjeev, R. K. Mathai, S. R. Boselin Prabhu, R. Balamourougane, and T. Jarin, "An empirical verification of the proposed distributor marketing intelligence system model," International Journal of Business Information Systems, vol. 45, no. 4, pp. 454–473, Jan. 2024.
- 118.T. Arumugam, R. Arun, R. Anitha, P. L. Swerna, R. Aruna, and V. Kadiresan, "Advancing and methodizing artificial intelligence (AI) and socially responsible efforts in real estate marketing," Advances in Business Information Systems and Analytics Book Series, pp. 48–59, Dec. 2023.
- 119.T. Arumugam, R. Arun, S. Natarajan, K. K. Thoti, P. Shanthi, and U. K. Kommuri, "Unlocking the Power of Artificial Intelligence and Machine Learning in Transforming Marketing as We Know It," Advances in Business Information Systems and Analytics Book Series, pp. 60–74, Dec. 2023.

- 120.T. Arumugam, R. Mathai, K. Balasubramanian, Renuga K., M. Rafiq, and V. Kalyani, "The mediating effect of customer intimacy on electronic word of mouth (eWOM) in social networking sites on buying intention," Zenodo (CERN European Organization for Nuclear Research), Sep. 2021.
- 121.T. Arumugam, S. Sethu, V. Kalyani, S. S. Hameed, and P. Divakar, "Representing women entrepreneurs in Tamil movies," The American Journal of Economics and Sociology, vol. 81, no. 1, pp. 115–125, Jan. 2022.
- 122.T. Arumugam, S. Shahul Hameed, and M. A. Sanjeev, "Buyer behaviour modelling of rural online purchase intention using logistic regression," International Journal of Management and Enterprise Development, vol. 22, no. 2, pp. 139–139.
- 123.T. Maaitah, "The role of business intelligence tools in the decision making process and performance," Journal of intelligence studies in business, vol. 13, no. 1, pp. 43–52, 2023.
- 124. Thangaraja, "An evolution of distributors' marketing intelligence system (DMIS) among FMCG distributors: A conceptual frame work," International Journal of Multidisciplinary Education and Research, vol. 1, no. 5, pp. 11–13, Jul. 2016.
- 125.U. K. Kommuri and T. Arumugam, "Greenwashing Unveiled: How It Impacts Stakeholder Perception as well as Sustainability Realities," Shanlax International Journal of Arts Science and Humanities, vol. 11, no. S3-Feb, pp. 96–101, Feb. 2024.
- 126.V. Kadiresan, T. Arumugam, M. Selamat, and B. Parasuraman, "Pull factors, career anchor and turnover of academicians in Malaysian higher education," Journal of International Business and Economics, vol. 16, no. 4, pp. 59–80, Oct. 2016.
- 127.V. Kadiresan, T. Arumugam, N. Jayabalan, A. R. H. Binti, and C. Ramendran SPR, "HR practices and employee retention. Leader-Member Exchange (LMX) as a mediator," International Journal of Engineering and Advanced Technology, vol. 8, no. 6S3, pp. 618–622, Nov. 2019.
- 128. Vora, K. & Sharma Kuldeep (2018). Factors Influencing Participation of Female Students in Higher Education w.r.t Commerce Colleges in Mumbai. International Journal of Advance and Innovative Research, 5, (3), pp.127-130.
- 129. Vora, K., Sharma Kuldeep & Kakkad, Poonam (2020). Factors Responsible for Poor Attendance of Students in Higher Education with respect to Undergraduate Commerce Colleges in Mumbai. BVIMSR's Journal of Management Research, 12 (1), 2020, pp.1-9.