

# Study on Gen Z's Perception of Workplace Sustainability and Eco-Friendly Office Designs

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## ABSTRACT

*This study investigates the relationship between age and sustainability-related workplace perceptions to understand how demographic differences influence attitudes toward eco-friendly office design, green employer practices, and sustainable work culture. Using correlation and significance testing, eleven hypotheses were examined to identify the extent to which age affects sustainability preferences among employees. The findings revealed that only two relationships between age and the importance of sustainability practices when choosing an employer, and between age and comfort with plant-based or natural office environments were statistically significant, both showing negative correlations. This indicates that younger employees place slightly greater emphasis on sustainability and biophilic office features compared to older respondents. However, the absence of significant relationships in most variables suggests that sustainability has become a universal organizational value transcending generational boundaries. The study contributes to the theoretical understanding of sustainable human resource management (SHRM) and organizational behavior by emphasizing that sustainability is not confined to any particular age group but has become an embedded cultural norm in modern workplaces. Practically, the results encourage organizations to implement inclusive sustainability strategies that appeal to all employees while highlighting green initiatives to attract younger talent. The study concludes that sustainability awareness is now a shared value across age groups, reflecting a collective cultural shift toward environmental responsibility. Future research should expand to other demographic and organizational factors to further explore sustainability perceptions across industries and regions.*

## KEYWORDS

*Sustainability, Workplace Perceptions, Age, Organizational Behaviour, Green Practices*

## I. INTRODUCTION

### A. Global Sustainability Challenges and the Built Environment

Sustainability has become one of the most pressing global priorities of the twenty-first century (Vidani, 2015). Climate change, resource scarcity, rapid urbanization, and environmental degradation have forced governments, industries, and societies to rethink how spaces are built, used, and managed (Vidani & Solanki, 2015). The built environment is at the forefront of this discussion. Buildings are not merely static structures; they are active participants in energy consumption, resource use, and waste generation. According to global estimates, the construction and operation of buildings account for roughly 40% of total energy consumption and nearly one-third of greenhouse gas emissions, positioning this sector as both a challenge and an opportunity in the pursuit of environmental sustainability (Vidani, 2015).

### *B. Office Buildings and Environmental Impact*

Office buildings play a major role in sustainability efforts (Solanki & Vidani, 2016). They consume large amounts of energy every day to keep spaces heated, cooled, ventilated, lit, and powered for technology (Vidani, 2016). These workplaces also use significant resources from water to paper and often produce a considerable amount of waste (Bhatt, Patel, & Vidani, 2017). Because offices bring people together and shape how they feel and perform, their design and operation have a strong impact on employee well-being, productivity, and satisfaction (Niyati & Vidani, 2016). That's why creating and managing sustainable office spaces has become a key priority in today's sustainability discussions (Pradhan, Tshogay, & Vidani, 2016).

### *C. From Green Architecture to Eco-Friendly Offices*

Over the past twenty years, green architecture and eco-friendly building practices have become increasingly popular around the world (Modi, Harkani, Radadiya, & Vidani, 2016). Designers and planners now focus on creating eco-offices, sustainable campuses, and greener cities that blend environmental responsibility with everyday operations (Vidani, 2016). These ideas aim to reduce environmental impact by using renewable energy, efficient technologies, and sustainable materials. But sustainability in workplaces isn't just about smart technology or green materials (Sukhanandi, Tank, & Vidani, 2018). It's also about people how they behave, what they value, and how generations view the world around them.

Many organizations are realizing that the success of sustainable offices depends not only on their physical design but also on how employees understand and connect with sustainability efforts (Singh, Vidani, & Nagoria, 2016). This shift has become even more important as the workforce changes (Mala, Vidani, & Solanki, 2016). With more members of Generation Z (born between 1995 and 2010) entering the job market, their priorities are reshaping how companies think and act (Dhere, Vidani, & Solanki, 2016). Often seen as the most environmentally aware generation, Gen Z wants workplaces that reflect their beliefs in sustainability, inclusion, and well-being (Singh & Vidani, 2016). For organizations, understanding what sustainability means to Gen Z is now essential not only for attracting talent but also for making real progress toward a greener future (Solanki & Vidani, 2016).

### *D. Efficiency, Consistency, and Sufficiency Strategies in Design*

For many years, companies have focused on technical solutions to make offices more sustainable like improving energy efficiency or switching to renewable energy (Biharani & Vidani, 2018). However, Fauth and Pieper (2022) suggest that true sustainable design involves three connected ideas: efficiency, consistency, and sufficiency (Vidani, 2018). Efficiency means achieving more with fewer resources. In practice, this could mean installing energy-saving lights, smart HVAC systems, or intelligent building technologies that cut down waste (Odedra, Rabadiya, & Vidani, 2018).

Consistency focuses on designing in harmony with nature using recyclable materials, creating water systems that reuse what they can, and powering buildings through renewable sources. Sufficiency, the most reflective of the three, asks us to step back and question how much we really need to consume (Vasveliya & Vidani, 2019). It promotes

simplicity, mindfulness, and restraint encouraging both individuals and organizations to use only what's necessary and reduce waste wherever possible (Vidani, Jacob, & Patel, 2019). Together, these three dimensions move sustainable office design beyond just technology toward a more balanced, thoughtful way of working with the environment.

#### *E. The Role of Sufficiency in Office Spaces*

Among the three sustainability approaches, sufficiency often gets the least attention in the construction and design world yet it has the power to completely change how we think about sustainability (Vidani J. N., 2016). Unlike strategies that focus only on technology, sufficiency pushes us to rethink our habits and cultural attitudes toward using resources (Vidani & Singh, 2017). In office design, this idea can come to life through shared workspaces, multi-purpose furniture, and flexible layouts that adapt to employees' changing needs (Vidani & Pathak, 2016). Instead of simply trying to make our current level of consumption more efficient, sufficiency asks a deeper question: Do we really need to consume this much in the first place? (Vidani & Plaha, 2017).

Fauth and Pieper (2022) emphasize that sufficiency only works when it connects with employees' real needs (Vidani J. N., 2020). When designers align workplace features with sufficiency principles, they can create spaces that are both eco-friendly and satisfying to work in (Vidani J. N., 2018). For example, managing workspaces flexibly can reduce the overall office footprint while giving employees more freedom and opportunities to collaborate (Vidani & Dholakia, 2020). Ultimately, this approach reminds us that sustainability isn't just about design decisions it's also about nurturing a workplace culture that values simplicity, mindfulness, and shared responsibility (Vidani, Meghrajani, & Siddarth, 2023).

#### *F. Generation Z's Sustainability Expectations*

As workplaces continue to change, Generation Z is playing a major role in shaping what the future of work looks like (Vidani & Das, 2021). Yet, as Wolf and Kluge (2022) point out, very few studies have explored sustainable office design specifically through the eyes of Gen Z even though this generation is quickly becoming the core of the global workforce (Vidani J. N., 2022). A study of 58 Gen Z participants in Germany offers valuable insight into how this generation views sustainable workplaces (Saxena & Vidani, 2023). The results show that Gen Z cares deeply about energy efficiency, natural light, clean indoor air, and comfortable temperatures (Vidani, Das, Meghrajani, & Singh, 2023). For them, these features go far beyond environmental responsibility they directly affect how happy, motivated, and productive they feel. Gen Z connects sustainable office design with their psychological needs for autonomy, connection, and a sense of competence (Vidani, Das, Meghrajani, & Chaudasi, 2023). In simple terms, eco-friendly design isn't just about saving the planet for them; it's about creating workplaces where people feel well, valued, and inspired (Bansal, Pophalkar, & Vidani, 2023).

#### *G. Sustainability as a Dual Benefit: Environment and Well-being*

For today's generation, especially Gen Z, sustainability isn't just about protecting the planet it's also about creating workplaces where people can truly thrive. They see eco-friendly offices not as fancy extras, but as something every organization should provide (Dhere, Vidani, & Solanki, 2016). Gen Z links sustainability with their deeper values

fairness, inclusion, and care for the future (Vidani & Plaha, 2017).

They want to work for companies that walk the talk, not just make promises. When employers design green, healthy, and people-focused spaces, they don't just help the environment they also earn the trust and loyalty of a generation that values purpose and authenticity (Vidani, Chack, & Rathod, 2017). But when organizations fail to keep up, they risk pushing Gen Z away. This is a generation that speaks up for change and expects real action, not just words. To connect with them, companies need to show that sustainability is part of who they are a genuine commitment to both the planet and the people who keep it going (Pradhan, Tshogay, & Vidani, 2016).

#### *H. Six Dimensions of Eco-Friendly Building Design*

Beyond what different generations think about sustainability, eco-friendly design carries its own powerful layers and meaning (Chaudhary, Patel, & Vidani, 2023). According to Lee (2024), truly sustainable buildings reflect six key aspects technicality, recyclability, ecology, cultural compatibility, healthiness, and social compatibility (Sharma & Vidani, 2023). Together, these elements create a well-rounded way to understand and evaluate what makes a building genuinely sustainable.

Technicality focuses on using smart, innovative tools like intelligent sensors, renewable energy systems, and nature-inspired (biomimicry) designs to make buildings more efficient and adaptive (Vidani & Plaha, 2017). Recyclability highlights the importance of using materials that are sustainable, reusable, and have a low environmental footprint (Bansal, Pophalkar, & Vidani, 2023). It's about building with the future in mind, not just the present. Ecology connects design with nature by adding green roofs, indoor plants, and natural landscaping turning workplaces into living, breathing spaces that promote calm and creativity.

Cultural compatibility ensures that a workplace reflects who the organization is and what its people value, making employees feel more connected to where they work. Healthiness centers on the human experience creating spaces with clean air, good light, and comfortable temperatures that support both physical and mental well-being (Chaudhary, Patel, & Vidani, 2023). Finally, social compatibility reminds us that buildings should bring people together. It encourages inclusive, collaborative, and community-driven spaces where everyone feels they belong (Sharma & Vidani, 2023). In essence, sustainable design isn't just about saving energy it's about creating environments where technology, nature, culture, and people all work in harmony.

#### *I. Biomimicry and Workplace Health*

Among all the elements of sustainable design, the connection between technical innovation and employee well-being stands out as especially meaningful (Sharma & Vidani, 2023). When architects use biomimicry taking inspiration from nature they can create offices that are both environmentally smart and healthy for people. For example, buildings that use natural ventilation systems modeled after termite mounds or lighting patterns inspired by how plants absorb sunlight can cut energy use while keeping indoor spaces fresh and comfortable (Vidani, Meghrajani, & Siddarth, 2023; Rathod, Meghrajani, & Vidani, 2022).

This blend of ecological design and human wellness shows how the idea of sustainability has evolved. It's no longer just about protecting the planet it's also about designing spaces that nurture the people who live and work in them. Eco-friendly offices now aim to do it all: reduce environmental harm, encourage creativity, and support better health at work (Bansal, Pophalkar, & Vidani, 2023). For Gen Z, who value balance, well-being, and responsibility toward the planet, such designs represent the kind of workplaces they want to be part of spaces that care equally for people and the environment.

#### *J. Institutional Practices and the Eco-Office Model*

Creating a truly sustainable office requires more than smart design it takes active commitment from the organization. The Eco-Office model, explored by Oemar, Djameludin, and Septiani (2022), shows how institutions can put eco-friendly practices into action at both policy and day-to-day levels (Chaudhary, Patel, & Vidani, 2023).

At Universities' Islam Bandung, for example, they put sustainability into practice by: Developing clear sustainability policies and standard operating procedures (SOPs) Forming dedicated teams to lead eco-office initiatives Implementing energy- and water-saving measures Reducing waste and paper use Promoting hygiene and sanitation (Pathak & Vidani, 2016)

These strategies show that sustainability isn't just about innovative design it's about embedding eco-conscious habits into the organization's culture and systems (Vidani & Dholakia, 2020). Eco-office programs encourage employees to participate actively in sustainability, build awareness, and take shared responsibility for environmental impact (Vidani, Das, Meghrajani, & Singh, 2023). For Gen Z employees, who value transparency, collaboration, and ethical practices, these programs strike a chord. They see workplaces that adopt eco-office initiatives as not only environmentally responsible but also socially and ethically aligned with their values (Sachaniya, Vora, & Vidani, 2019). In other words, sustainability becomes a lived experience part of how work is done every day.

#### *K. Workplace Sustainability in the Urban Context*

Sustainable office design doesn't happen in isolation it's part of a larger urban and community ecosystem. Researchers like Omole, Olajiga, and Olatunde (2024) highlight that truly sustainable urban design integrates renewable energy, efficient technologies, and green building materials across the city, not just within individual buildings (Biharani & Vidani, 2018). These practices do more than protect the environment they enhance social well-being, equity, and community resilience (Odedra, Rabadiya, & Vidani, 2018).

For instance, eco-friendly offices that include green public spaces, encourage walking or cycling, and rely on renewable energy don't just reduce ecological footprints. They also improve air and water quality, foster social connections, and boost overall quality of life. For Generation Z, who see sustainability as a holistic concept, these community-level impacts matter a lot (Sachaniya, Vora, & Vidani, 2019). They prefer workplaces that aren't isolated boxes but active participants in creating healthy, inclusive, and sustainable urban environments. Offices designed this way meet practical needs while also signaling a company's commitment to the broader well-being of society (Vidani, 2019).

## II. RESEARCH OBJECTIVES

1. To study employee's awareness and perceptions of workplace sustainability and eco-friendly office design.
2. To examine the influence of age sustainability preferences and expectations.
3. To evaluate employees' willingness to adopt green practices like digitalization and renewable resources.
4. To analyze satisfaction and motivation towards sustainable workplace policies and infrastructure.
5. To assess beliefs on sustainability impact on the environment and productivity.

## III. LITERATURE REVIEW

**Workplace Sustainability:** Workplace sustainability is becoming increasingly important as we face global environmental, social, and economic challenges. Office buildings consume huge amounts of energy, produce significant carbon emissions, and deplete valuable resources, which makes sustainable workplace design a priority for policymakers, architects, businesses, and employees alike (Fauth & Pieper, 2022). But sustainability at work goes beyond protecting the environment it also directly affects employee well-being, shapes organizational culture, and strengthens long-term resilience.

For Generation Z those entering the workforce between 2015 and 2030 sustainability is not just a corporate social responsibility checkbox; it's a core expectation that aligns with their personal and professional values (Wolf & Kluge, 2022). To truly understand sustainable workplaces, research needs to focus on three interconnected areas: how office design strategies have evolved, how eco-friendly practices impact workplace health and well-being, and how Gen Z perceives and values sustainability at work. Exploring these dimensions helps organizations see not just how to implement eco-friendly office designs, but also why they matter to the people who work in them every day.

### A. *Evolution of Sustainable Office Design*

**Early Green Building Practices:** Early discussions about sustainable buildings focused heavily on technology like energy-efficient systems, better insulation, and integrating renewable energy. When the green building movement took off in the late 20th century, its goal was to shrink ecological footprints by tracking measurable factors like energy use, water conservation, and carbon emissions (Omole et al., 2024). Certification programs such as LEED (Leadership in Energy and Environmental Design) and BREEAM (Building Research Establishment Environmental Assessment Method) helped standardize how we measure sustainability in buildings, turning office design into a playground for innovation and environmental accountability. But not everyone was convinced. Critics pointed out that these methods often emphasize efficiency over real impact, sometimes resulting in "greenwashing," where buildings earn certifications without genuinely reducing environmental harm (Fauth & Pieper, 2022). This sparked a shift toward more holistic

approaches that also consider human behaviour, organizational culture, and social factors in creating truly sustainable workplaces.

### *Efficiency, Consistency, and Sufficiency*

Fauth and Pieper (2022) suggest that we can think about sustainable design in three practical ways:

**Efficiency:** getting more done with less like using LED lights or smart HVAC systems that save energy without sacrificing comfort.

**Consistency:** making buildings that work with nature rather than against it, using recyclable materials or renewable energy sources.

**Sufficiency:** asking a simple but powerful question: do we really need all the resources we're using? This might mean cutting back on excessive office space, reducing redundant devices, or rethinking commuting habits. Most offices focus on efficiency and consistency, but sufficiency often gets ignored. Yet it has the potential to transform the way we work, encouraging shared spaces, versatile furniture, and designs that adapt to what people actually need. Younger generations, in particular, are drawn to this approach, valuing minimalism, resource-conscious choices, and workplaces that align with their sustainable lifestyles.

## *B. Eco-Office Models and Institutional Practices*

The Eco-Office model (Oemar et al., 2022) moves beyond just designing sustainable spaces it focuses on creating organizational strategies that make sustainability part of everyday work life. Universities and companies that adopt Eco-Office programs put policies, standard procedures, and practical initiatives into action, such as cutting waste, boosting energy efficiency, and going paperless. These programs show that building a culture of sustainability is just as important as the physical design of an office. Unlike one-off architectural upgrades, Eco-Office initiatives encourage lasting behavioral changes, keeping employees actively engaged in making their workplace greener every day.

## *C. Eco-Friendly Design Dimensions*

### *Technicality and Innovation*

Eco-friendly office designs are now getting creative with technology to make workplaces both greener and more enjoyable (Lee, 2024). Some buildings take inspiration from nature using ventilation systems modelled on termite mounds or designing lighting based on how plants capture sunlight. These nature-inspired solutions not only cut down on energy use but also make the office feel more comfortable and inviting. On the tech side, tools like smart meters, energy dashboards, and AI-powered building systems help offices run more efficiently, giving employees a smarter, greener environment to work in every day.

### *Recyclability and Material Use*

The materials we choose have a big impact on how sustainable an office can be. Using renewable, biodegradable, and reusable materials is key to making spaces eco-friendlier (Lee, 2024). Some offices take it a step further by embracing circular economy principles reusing materials from old buildings to cut waste and lower carbon emissions. Furniture design also plays a role: modular and upcycled pieces not only reduce waste but also fit with the idea of sufficiency, helping offices use resources more thoughtfully.

### *Ecology and Biophilic Design*

Making offices ecologically compatible goes beyond just energy-saving systems it's about bringing the outdoors in. Biophilic design does this beautifully, with natural light streaming through windows, indoor plants brightening workspaces, and easy access to green areas outside. Studies show that these natural touches don't just make offices look better they help employees feel happier, think more creatively, and get more done. For Gen Z in particular, this approach hits the mark, combining a focus on personal well-being with a genuine commitment to the environment (Wolf & Kluge, 2022).

### *Cultural and Social Compatibility*

Eco-friendly office designs really shine when they reflect the company's culture and values. When employees see that their workplace embodies what the organization stands for, they feel more connected, motivated, and proud to be part of it (Lee, 2024). Socially conscious design goes beyond aesthetics it fosters inclusivity, collaboration, and a true sense of community. In practical terms, this can mean creating flexible shared spaces, prioritizing accessibility, and keeping sustainability initiatives transparent so employees understand, participate in, and care about the changes around them.

### *Healthiness and Workplace Well-being*

Indoor air quality, thermal comfort, and natural lighting are consistently identified as the most critical aspects of workplace sustainability (Wolf & Kluge, 2022; Lee, 2024). Poor indoor environments are linked to sick building syndrome, absenteeism, and reduced productivity. Gen Z, with its emphasis on holistic health and well-being, is particularly sensitive to these factors. Thus, sustainability is not seen merely in environmental terms but also in relation to human health.

## *D. Sustainable Urban Design and Community Impact*

### *Urbanization and Sustainability Challenges*

As cities grow rapidly around the world, they face enormous pressure to find sustainable solutions for housing, transportation, and office development. Omole et al. (2024) point out that truly sustainable urban design doesn't just focus on buildings it connects eco-friendly practices with bigger community goals like social equity and resilience. That means offices can't exist in isolation; they need to support walkable neighbourhoods, link

seamlessly with public transport, and integrate green spaces and infrastructure that benefit both people and the environment.

### *Community and Social Dimensions*

Eco-friendly office design doesn't just benefit the people inside the building it benefits the whole community. By improving air and water quality, cutting energy use, and creating lively public spaces, sustainable offices make neighbourhoods healthier and more enjoyable (Omole et al., 2024). These designs also promote social inclusion, making sure spaces are accessible, affordable, and share their benefits with everyone. For Gen Z, who tend to be socially conscious, workplaces that support both personal well-being and community sustainability are especially appealing.

## *E. Generational Perspectives on Workplace Sustainability*

### *Characteristics of Generation Z*

Generation Z, born between 1995 and 2010, has grown up in a world shaped by digital technology, globalization, and climate awareness. Studies show that they are the most environmentally conscious generation yet, with strong expectations for companies to act sustainably (Wolf & Kluge, 2022). In the workplace, they look for flexibility, inclusivity, and a genuine commitment to ecological responsibility, valuing employers who align with their personal values and priorities.

### *Gen Z and Workplace Sustainability*

Wolf and Kluge's (2022) study demonstrates that Gen Z values office features such as energy efficiency, natural daylight, high indoor air quality, and thermal comfort. These preferences are not only linked to environmental awareness but also to psychological needs such as autonomy, competence, and relatedness. This suggests that for Gen Z, sustainability and well-being are intertwined.

## *5.3. Gen Z as Agents of Change*

As digital natives, Gen Z is adept at leveraging technology to advocate for sustainability, from promoting eco-conscious practices on social media to demanding corporate transparency. Their strong voice in public discourse positions them as agents of change within workplaces. Employers who fail to align with these values risk reputational damage and talent attrition.

## *F. Conceptual Framework for the Study*

Drawing on the reviewed literature, this research positions Gen Z's perception as the intersection of three domains:

1. Sustainable office design principles (efficiency, consistency, sufficiency, and eco-friendly design dimensions).

2. Employee well-being and health outcomes (air quality, lighting, comfort, inclusivity).
3. Generational values and expectations (environmental responsibility, social equity, digital engagement).

This framework highlights that Gen Z's perception of workplace sustainability cannot be understood solely through technical measures or environmental impacts but must also account for social, cultural, and psychological dimensions.

The literature reveals a rich but fragmented understanding of workplace sustainability and eco-friendly office design. While frameworks for green building and eco-office practices provide valuable insights, they often neglect sufficiency strategies, generational perspectives, and the integration of well-being into sustainability discourse. Generation Z, with its strong environmental values and holistic approach to well-being, represents a transformative force in shaping future workplaces. However, their perspectives remain underexplored in current research. This study seeks to address these gaps by conducting primary research on Gen Z's perceptions of workplace sustainability, thereby contributing to both theoretical knowledge and practical strategies for sustainable office design.

#### **IV. RESEARCH GAP**

Sustainability in the workplace has become a prominent topic in organizational behavior, human resource management, and environmental psychology. While numerous studies have examined employee attitudes toward eco-friendly practices, green office designs, and corporate sustainability initiatives, a significant gap remains regarding the influence of demographic factors particularly age on these perceptions. Existing literature often emphasizes generational differences in environmental consciousness, with the assumption that younger employees are inherently more sustainability-oriented than older cohorts. However, there is limited empirical evidence systematically evaluating whether age is a consistent predictor of workplace sustainability preferences across multiple dimensions, such as office design, employer practices, eco-certifications, and energy-saving behaviors.

Moreover, prior research predominantly focuses on specific sustainability initiatives or single industries, limiting the generalizability of findings across diverse organizational contexts. Few studies have explored the combined effect of age on a broad range of sustainability factors, leaving a fragmented understanding of whether green workplace preferences are truly age-dependent or increasingly uniform across generations. Another gap exists in integrating quantitative correlation analyses with practical implications for organizational policy and design, particularly in terms of inclusive, multi-generational sustainability strategies.

This study addresses these gaps by analyzing multiple sustainability-related variables in relation to age, highlighting both significant and non-significant relationships. The findings reveal that while younger employees may place slightly higher importance on certain sustainability aspects, overall attitudes are broadly consistent across age groups. Therefore, the research highlights a need for more comprehensive, multi-dimensional, and cross-generational studies to examine sustainability perceptions in workplaces,

contributing to a more nuanced theoretical and practical understanding of green organizational behavior.

**V. HYPOTHESIS**

1. There is a relationship between Age and current work/study mode.
2. There is a relationship between Age and acceptance of minor inconveniences (e.g., automated lights, slightly warmer/cooler rooms) if they save energy.
3. There is a relationship between Age and importance of sustainability practices when choosing an employer.
4. There is a relationship between Age and importance of office location in a green, walkable, transit-friendly area.
5. There is a relationship between Age and preference for office features related to sustainability.
6. There is a relationship between Age and feelings about working in an office with plants and natural features.
7. There is a relationship between Age and willingness to adopt eco-friendly workplace practices.
8. There is a relationship between Age and influence of sustainability factors on health and well-being in the office.
9. There is a relationship between Age and influence of eco certifications (e.g., LEED, BREEAM) on trust in an employer’s sustainability.
10. There is a relationship between Age and alignment of sustainable office design with personal values.
11. There is a relationship between Age and appeal of innovative eco-friendly solutions (e.g., smart sensors, bio-mimicry).

Table 1: Validation of Questionnaire

<b>Statements</b>
What is your current work/study mode?
Would you accept minor inconveniences (e.g., automated lights, slightly warmer/cooler rooms) if they save energy?
How important are sustainability practices when choosing an employer?
How important is the office location in a green, walkable, transit-friendly area?
How preferable do you find the following office features for sustainability?
How would you feel about working in an office with plant and natural features?
To what extent would eco-friendly workplace practices influence your willingness to

adopt them?
To what extent do the following factors influence health and well-being in office?
How much do eco certifications (e.g., LEED, BREEAM) influence your trust in an employer's sustainability?
To what extent does sustainable office design align with your personal values?
How appealing are innovative eco-friendly solutions (e.g., smart sensors, bio-mimicry)?

## VI. RESEARCH METHODOLOGY

Table 2: Research Methodology

<b>Research Design</b>	Descriptive
<b>Sample Method</b>	Non-Probability - Convenient Sampling method
<b>Data Collection Method</b>	Primary method
<b>Data Collection Method</b>	Structured Questionnaire
<b>Type of Questions</b>	Close ended
<b>Data Collection mode</b>	Online through Google Form
<b>Data Analysis methods</b>	Tables
<b>Data Analysis Tools</b>	SPSS and Excel
<b>Sampling Size</b>	152
<b>Survey Area</b>	Ahmedabad
<b>Sampling Unit</b>	Students, Private and government Job employees, Businessmen, Home maker, Professionals like CA, Doctor etc.

### A. Demographic Summary

The survey included 204 respondents, with 153 valid responses used for analysis. Among these, 58.2% were male and 41.8% female. The majority of participants (74.5%) were aged between 18 to 25 years, followed by 22.2% aged 26 to 32, and a smaller proportion (3.3%) aged 33 to 40. In terms of education, over half of the respondents held a postgraduate degree (52.9%), while 35.9% were graduates, and smaller percentages held HSC (2.6%) or doctorate degrees (8.5%). Occupation-wise, nearly half identified as students (47.1%), with others working in jobs (29.4%), business (11.8%), or professional roles (11.8%). The participants were primarily from the Finance/Banking sector (46.4%) and Education/Research (32%), with smaller groups from Technology/IT (14.4%) and Healthcare (7.2%).

### B. Cronbach Alpha

The reliability analysis of the survey items yielded a Cronbach's Alpha coefficient of 0.882 across 11 items. This indicates a high level of internal consistency, suggesting that the items used in the questionnaire reliably measure the same underlying construct. A Cronbach's Alpha above 0.8 is generally considered good, demonstrating that the scale is dependable and suitable for further analysis.

Table 3: Results of Hypothesis Testing

Sr. No	Alternate Hypothesis	p-value	> / < 0.05	Accept / Reject Null Hypothesis	R Value	Relationship
1	There is a relationship between Age and current work/study mode.	0.101	> 0.05	Accept Null Hypothesis	- 0.035	No significant relationship
2	There is a relationship between Age and acceptance of minor inconveniences (e.g., automated lights, slightly warmer/cooler rooms) if they save energy.	0.232	> 0.05	Accept Null Hypothesis	- 0.025	No significant relationship
3	There is a relationship between Age and importance of sustainability practices when choosing an employer.	0.008	< 0.05	Reject Null Hypothesis	- 0.177	Significant negative correlation
4	There is a relationship between Age and importance of office location in a green, walkable, transit-friendly area.	0.564	> 0.05	Accept Null Hypothesis	- 0.062	No significant relationship
5	There is a relationship between Age and preference for office features related to sustainability.	0.330	> 0.05	Accept Null Hypothesis	- 0.139	No significant relationship
6	There is a relationship between Age and feelings about working in an office with plants and natural features.	0.034	< 0.05	Reject Null Hypothesis	- 0.213	Significant negative correlation
7	There is a relationship between Age and willingness to adopt eco-friendly workplace practices.	0.115	> 0.05	Accept Null Hypothesis	- 0.149	No significant relationship
8	There is a relationship between Age and influence of sustainability factors on health and well-being in the office.	0.239	> 0.05	Accept Null Hypothesis	- 0.094	No significant relationship
9	There is a relationship between Age and influence of eco certifications (e.g., LEED, BREEAM) on trust in an employer's sustainability.	0.280	> 0.05	Accept Null Hypothesis	- 0.147	No significant relationship
10	There is a relationship between Age and alignment of sustainable office design with personal values.	0.621	> 0.05	Accept Null Hypothesis	- 0.088	No significant relationship
11	There is a relationship between Age and appeal of innovative eco-friendly solutions (e.g., smart sensors,	0.540	> 0.05	Accept Null Hypothesis	- 0.099	No significant relationship

bio-mimicry).					
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## VII. DISCUSSION

The correlation analysis of age and several factors related to sustainability as workplace preferences indicates an in-depth appreciation of the generational attitudes towards the environmental responsibility and green office design. The results have shown that age does not play a significant role in the majority of sustainability perceptions with only two relationships presenting statistical significance. It implies that the level of awareness about sustainability is universal among all age groups but a subtle difference in the amount of emphasis people place on certain aspects of sustainability may occur based on age.

Out of the eleven hypotheses tested, two relationships have been found statistically significant: (1) Age and the relevance of practices related to sustainability in selecting an employer ( $p = 0.008$ ,  $r = -0.177$ ), and (2) Age and perceptions regarding working in an office with plant and natural features ( $p = 0.034$ ,  $r = -0.213$ ). The relationship between the two shows a strong negative correlation and this implies that the perceived importance of the factors reduces slightly with age. The younger respondents will thus tend to appreciate sustainability efforts in choosing an employer and also tend to be keen to work in offices that are integrated with nature. It is also consistent with the trends in the global society since younger generations particularly Millennials and Gen Z are more ecologically and environmentally aware and want to work in the place that would correspond to their ecological and ethical principles.

Conversely, the other nine correlations show no minimal correlation among age and variables that are related to sustainability like mode of work/study, readiness to make small inconveniences to save energy, and preference to eco-certifications or smart sustainable design. These results show that the perception of sustainable practices and energy efficiency aspects are not that age-dependent. Most respondents acknowledge the issue of sustainability despite the differences in generations, and do not always give different behavioral reactions, because of their age. This may mean that sustainability has been transformed into one of the universally accepted organizational expectations, but not a preference by generation.

Interestingly, the weak negative correlations of most variables ( $r$  values between  $-0.025$  and  $-0.149$ ) also serve to stress the fact that there might be slight differences in perception, but age is not a good predictor of sustainability attitudes. Based on the findings, it would indicate that sustainability awareness has cut across the age wall and now is a leading expectation of the workplace. It is possible to expect that organizations striving to introduce the idea of green office will be widely accepted by various age groups; however, organizations may want to adjust their communication tactics and attract younger employees who are somewhat more motivated by environmental concerns.

Another wider societal change in the results is the movement towards collective environmental responsibility. The insignificance of age variations might indicate the increase in the normalization of sustainability in educational, media and workplace culture. With all the companies deciding to integrate environmentally friendly policies and green certification, all employees are exposed to the same values and expectations and thus there will be a harmonization of attitudes.

Overall, the analysis has highlighted the importance of considering the fact that, although younger employees rank sustainability practices and biophilic office design relatively higher, age is not a decisive factor in sustainable workplace preferences. These findings support the point that the notion of sustainability is now being enshrined as a generational value, and it was a cultural a professionalism, or organizational culture with age to determine the perception of sustainability and workplace preferences.

### **VIII. THEORETICAL IMPLICATIONS**

The conclusions of the current research have important theoretical implications on the perception of sustainability and the sustainability behaviours in the workplace environment. Through the study of the age and other variables related to sustainability like the attitudes towards environmentally friendly offices, employment practices, and green certification the research contributes to the current research carried in the areas of environmental psychology, organizational behaviour, and sustainable human resource management (SHRM). The findings contradict some of the traditional beliefs regarding the generational differences and indicate that sustainability has ceased to be a generational value and a collective corporate value.

Results of the study also show that age did not significantly predict sustainable preferences in the workplace because nine of the eleven hypothesized relationships were not found to be significant. The theoretical significance of this finding can be explained by the fact that the Theory of Planned Behavior (Ajzen, 1991) implies that attitudes, subjective norms, and perceived behavioral control are the determinants of individual behavior. The insignificance of age subgroups shows that the sustainability has been developed as a social norm and not a variable that is highly dependent on demographic peculiarities of people. This means that pro-environmental behavior at work places can be entrenched in organizational culture and societal demands than in individual characteristics such as age.

Moreover, the two substantial negative values between age and the significance of sustainability in employer choice ( $r = -0.177$ ), and between the age and preference of natural features in the office ( $r = -0.213$ ) provide theoretical explanations of the generational system of values and environmental awareness. These results are consistent with the Value-Belief-Norm (VBN) Theory (Stern, 2000) that assumes that pro-environmental attitudes are motivated by personal values and moral norms. The younger generations who tend to have higher ecological principles and esteem meaningful job are more prone to incorporate sustainability into their employment process. This research therefore confirms the theoretical concept of the generational cohorts not only varying with the age but also the socio-environmental contexts that define them in terms of values and priorities.

Also, the study adds to the theoretical debates that are developing in the field of Sustainable HRM and Green Organizational Behavior. The conventional HR theories tend to focus on the demographic diversity as the factor that determines work related preferences, but the results in this case reveal that sustainability-related expectations are similar among all age groups. This implies a conceptual change to the universal sustainability orientation where eco-consciousness is integrated into an organizational consciousness instead of being divided along demographic lines. The outcome also

supports the notion of the institutional isomorphism (DiMaggio and Powell, 1983), or in this instance, sustainability based on social, environmental, and professional pressure that makes organizations and people act in accordance with the typical norms and practices.

In addition, the findings have an essential theoretical gap between the environmental psychology and the organizational design theory. The slightly positive but significant negative correlations imply that younger workers might be more interested in the level of correspondence between individual ecological values and the workplace design. This gives evidence to the theoretical suggestion that biophilic design and sustainability-oriented settings contribute to employee well-being and identity congruence, especially in the case of environmentally driven people.

Finally, the theoretical implications of this study are that sustainability is now a cross-generational value which is incorporated into the culture of the workplace. Although younger people have slightly higher sustainability orientations they are not the most dominating factor that mold environmental attitudes at work. This supports and enlarges behavioral consistency, integration of sustainability and alignment of organizational values theories. Theoretical frameworks that should be used in the future ought to take into consideration the changing social normalization of sustainability as an attitude and not a demographic distinction.

Do not a demographic change. The other aspect where other variables such as education interact can then be extended in the future studies.

## **IX. PRACTICAL IMPLICATIONS**

This study will provide useful practical information to organizations, human resource managers and policymakers who wish to foster sustainability at the workplace. The numbers indicate that age does not contribute significantly to sustainability-related attitudes and preferences as the majority of the age-related relationships between environmental factors were statistically insignificant. The two significant relationships that included age and importance of the sustainability practices in selecting an employer and age and comfort with an office with natural features when selecting an employer were significant and had a negative correlation. It means that younger people are more likely to appreciate sustainable and nature-based workplaces in comparison to older respondents. The general trend however suggests that sustainability is becoming more and more identified as a value that cuts across generations.

Practically, the findings suggest that organizations would be able to come up with a sustainability program that would be attractive to the entire workforce, irrespective of their age. Given the fact that the majority of age groups have the same view on the importance of the eco-friendly work practices, the companies do not have to worry about heavily customizing their operations, policies, and culture to include the idea of sustainability in the companies. As an example, the use of energy-efficient machinery, recycling and green certifications like LEED or BREEAM can be embraced by most of the workforce. This universality makes it easier to implement the strategy of corporate sustainability and makes certain a wider participation of the employees.

Meanwhile, organizations can take advantage of increased environmental interest of

younger employees. The human resource departments may focus on their sustainability pledges during the recruitment campaigns, employer branding, and the on boarding programs. Gen Z and Millennials represent the younger population of professionals who are more likely to get attracted to employers who show a strong desire to be sustainable and socially responsible. Thus, the emphasis on the environmentally-friendly offices, corporate social responsibility, and ethical supply chains will help to increase the attractiveness as an employer and retaining talents. Furthermore, the biophilic design (indoor flora, natural light, materials that are environmentally friendly) will enhance the health of employees and attract younger generations who have a positive attitude towards sustainability as a feature of a comfortable workplace and psychological well-being.

To the management and leadership, the results indicate sustainability training and awareness programs need not be age-specific but be a non-discriminatory program that cuts across an organization. Green teams, sustainability challenges and workshops can be established to create shared responsibility towards environmental performance. Such mutual participation can make the cooperation between generations stronger and develop the environmental culture of the company. Additionally, attaching the sustainability objectives to the performance reviews, incentives, or reward programs can encourage both young and old employees to work towards achieving the green agenda of the organization.

Infrastructure and facilities wise, organizations need to look at sustainability as a normal aspect of design and not a luxury. The similarity in the attitudes of the various age groups indicates that every employee values clean, power saving, and health conscious working environments. Availability of environmentally friendly designs does not only meet the spirit of corporate sustainability, but also helps in saving costs over time and differentiation of the brand.

Lastly, the results can be applied to policy formulation and long-term strategic planning. The sustainability policies of the government and corporations ought to be holistic in that age is not a significant impediment to sustainable behavior at the workplace. Cross-generational participation will also be encouraged and sustainability is to be aligned with organizational mission statements so as to institutionalize green values further.

To sum it up, this paper has highlighted the fact that workplace sustainability is not an age-specific value but is rather a team value. Although the pro-environmental motivations could be stronger among younger employees, all the age groups realize the importance of it. As such, organizations must also adopt company wide, inclusive sustainability measures that combine ecological commitment, and employee involvement, workplace design, and long-term organizational development.

## **X. CONCLUSION**

The given work has touched on the correlation between age and sustainability-related perceptions at a workplace and sought to comprehend the impact of the demographic disparities on the attitude towards the green office design, the green employer practices, and the green work culture. It is found that the age factor has a small influence on the sustainability preference and that most variables are not statistically significant. Among

eleven tested relationships, only two were found to have significant negative values that showed that younger people are slightly more concerned about sustainability practices when selecting an employer and are much more favorable towards working in a natural and plant-based office. In general, the findings indicate that sustainability is becoming a common organizational value that goes across generations.

This result is an indication of a larger cultural change in the work place. Previously, the younger generations, especially Millennials and the Gen Z, were the ones who were thought of as environmental-conscious since they have been raised in the world facing increasing levels of awareness of environmental problems and the issue of sustainability. Nevertheless, there are no substantial disparities between the majority of the variables in the given study which suggests that sustainability is mainstreaming. Workers of any age are currently appreciating the significance of environmental sustainability, energy saving, and work health. This convergence is a sign of achievement of sustainability being incorporated into organizational values, education systems and expectations of the society implying that environmental awareness has now been integrated across the generational boundaries.

The two important discoveries concerning the significance of sustainability in selecting an employer and comfort with nature-based work places offer subtle details. The negative correlations suggest that younger respondents are marginally more affected by the environmental factors in their decision-making at the workplace. This is in line with previous studies, which indicate that younger workers are interested in purpose-based employment and how their work is consistent with personal moral and environmental principles. Consequently, companies that are interested in recruiting and keeping young talent have to keep reiterating their sustainability efforts and coming up with work environments that are indicative of environmental balance. Green certifications, biophilic elements and eco-conscious policies are not operational options but strategic instruments of building employer brand value.

Theoretically, the results are relevant to the expanding body of research on the subject of sustainable human resource management and organizational behavior. They emphasize that sustainability is no longer an interest of a niche or a generation but a common standard of organizations. The results conform to the other theories like the Theory of Planned Behavior and Value-Belief-Norm Theory, on how the sustainability related behaviours can be shaped, where collective norms and values have a greater effect than age based differences. This observation supports the notion that inclusive policies, leadership modelling, and the culture of shared responsibility can be used to effectively engage the workplace in a sustainable manner.

Practically, the paper highlights that companies are sure to design and institute sustainability programs that will be attractive to a multi-generational labor force. The difference in age between the generations is not that significant, so companies can utilize the same sustainability approach, including energy-saving technologies and green office layout, with zero demographic division. Ne

## **RECOMMENDATIONS FOR FUTURE RESEARCH/ FUTURE SCOPE OF THE STUDY**

The results of this research have a significant basis to the ways in which age determines perceptions towards sustainability among the workplace settings. Although the findings suggest that there is not much relation between age and sustainability-related attitudes, they also provide a number of prospects in the future research. With sustainability as an increasingly dominant theme in organizational strategy, future research can extend on these findings to enhance the theoretical framework and reinforce the practical implementation in various professional and cultural settings.

First, the research in the future must be conducted keeping in mind a bigger and more diverse sample encompassing industries, geographical locations and types of organizations. The findings of the present study indicate general tendencies, but the study that involves employees who work in different professional fields may show the impact that industry-specific practices have on the perception of sustainability. As an illustration, workers in the technology, manufacturing or education sector can have varying awareness of sustainability, depending on their exposure to it at their workplace and company policy. The study of results in different sectors and regions would increase the generalizability of the findings and offer deeper understanding of the sustainability attitudes on the global scale.

Second, the proposed research needs to investigate other demographic/psychographic factors other than age in the future. The issue of gender, education level, income, work experience, and personal values in the environment may give a better overall picture of what motivates sustainability behavior in workplaces. Age might not be able to reflect the multi-facet nature of environmental attitudes, thus a combination of variables by using multivariate analysis or structural equation modeling might be necessary to measure the more internalized interrelationship and predictors of behavior.

Third, longitudinal studies that would research how sustainability perceptions change over time need to be examined. With the changes in the social values and the rise in environmental awareness, the personal approach towards sustainable offices can change considerably. Longitudinal study would also assist in determining whether the trend of wide scale sustainability acceptance is reinforced or fluctuates with the fluctuating economic and social environments. The method would offer useful knowledge to policy makers and organizational leaders in the development of sustainability in the long run.

The other potential avenue is the organizational culture and the impact of leadership on the sustainability perceptions. The next step in research may be the study of the impact of green leadership styles and corporate social responsibility (CSR) programs and internal communication on employees of different ages regarding their environmental commitment. Awareness of how the workplace culture determines sustainability behavior would assist organisations to adopt effective employee engagement programs and devise leadership models that promote sustainable behaviors.

Also, it may be worthwhile to consider that future research can take a cross-cultural or international comparative approach that would examine how cultural values and societal norms tend to influence sustainability perceptions in different countries in different ways. Since the concept of sustainability differs across different countries, comparative studies may uncover the way in which cultural background interacts with age and other

demographical variables to determine the behavior of employees and their expectation about the job.

Lastly, the qualitative techniques (interviews, focus groups, and case studies may be introduced) may help gain a better understanding of the reasons, obstacles, and the personal experiences, which form the basis of sustainability attitudes. When quantitative data are used to observe patterns and correlations, qualitative data can be used to describe the reasons why people think and act in a particular manner when it comes to environmental initiatives to offer a more holistic view of the behavior of sustainability.

Conclusively, the proposed study must be the focus of longitudinal research in the future conducted in a multidimensional and cross cultural way to explore workplace sustainability attitudes. Through the aggregation of the demographic, psychological, organizational, and cultural variables, the scholars could come up with a more detailed framework of explaining the sustainability-oriented behavior. This kind of research will not only contribute to the body of academic literature but will also assist organizations to create inclusive, effective and future-oriented sustainability strategies that will appeal to all age categorization and all professional background.

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