



# Exploring Consumer Preferences and Decision-Making Processes in the Indian General Insurance Market

Susmin James<sup>1</sup> & Dr. S. Kavitha<sup>2</sup>

<sup>1</sup>Ph.D Research Scholar, PG and Research Department of Commerce

JJ College of Arts and Science (A), Pudukkottai

Affiliated to Bharathidasan University, Tiruchirappalli, Tamil Nadu

<sup>2</sup>Professor, PG and Research Department of Commerce

JJ College of Arts and Science (A), Pudukkottai

Affiliated to Bharathidasan University, Tiruchirappalli, Tamil Nadu



## Open Access

Manuscript ID: BIJ-2025-OCT-010

Subject: Commerce

Received : 25.08.2025

Accepted : 04.09.2025

Published : 31.10.2025

DOI:10.64938/bijri.v10n1.25.Oct010

Copy Right:



This work is licensed under  
a Creative Commons Attribution-  
ShareAlike 4.0 International License.

## Abstract

*In this study, we have analysed the determinants of consumer insurance premium expenditures in India using regional variation in insurance market characteristics, as well as demographic and economic influences. This finding, that of the significant geographic differences in spending behaviors, suggests important implications for the effects of local economic conditions and possibly cultural attitudes on insurance choices, which is supported by the findings of rough statistical significance from ANOVA and regression results. So descriptive statistics give us an average spending of ₹40,000 with a decent dispersion, and the distribution is also well behaved around this mean, revealing that different consumers spend differently. Likewise, age and income significantly influence spending on life insurance premiums, as older individuals and those with higher income spend more on such products both now and six months from now. The results of this research provide valuable indicators for insurance providers, underlining the need to adapt offerings and marketing approaches according to the regional or demographic groups they are intended for. It increases the consumer behavior knowledge within the insurance industry and lays a solid foundation for strategic decisions and further research efforts.*

**Keywords:** insurance premiums, consumer spending, Regional differences, market strategy, risk perception

## Introduction

Recent years have seen the general insurance market in India grow by leaps and bounds, undergoing a great deal of change, mainly on account of economic growth, regulatory changes, and technological advancements. The insurance industry plays a crucial role in maintaining financial stability in an economy, thereby providing the market with trust and support for economic development and growth (IRDAI, 2023). In the development of general insurance, the work and reforms undertaken by the Insurance Regulatory and Development Authority of India (IRDAI) have been crucial for improving accessibility in terms of

services offered to consumers, consumer protection, and competition between insurers (IRDAI, 2023). Then again, understanding consumer behaviour and decision-making processes will continue to be important for insurers who wish to be successful in this diverse country.

Consumer behavior in the insurance industry is affected by various factors such as socio-economic status, cultural values, risk perception, and trust in insurance providers (Kumar & Gupta, 2022). The latest numbers suggest a change in the consumer mindset towards insurance, with a growing



awareness of risk management, and show an increasing preference towards personalized or digital product solutions (Singh & Varma, 2023). Digital platforms and mobile applications have the potential to drastically change the way consumers interact with insurance companies, making it quicker, easier, more transparent, and delivering superior customer experiences (Pandey & Sharma, 2023). Such digital transformation is changing consumer expectations and causing insurers to develop ways to continue innovating and adapting in response.

In addition, the COVID-19 pandemic has demonstrated the importance of insurance in protecting against unexpected risks and securing financial security. The increased consumer concern about health and life insurance in the wake of the pandemic had some influence in their attitude towards general insurance products as well (Rao, & Patel, 61) With an increasingly savvier and informed consumer it is more important than ever for insurers to know what motivates customers when conducting purchase decisions and tailoring products along with suitable marketing.

Against this backdrop, the current study aims to unpack how consumer preferences and decision-making processes play out in the context of general insurance consumption in India. This research helps insurers, policy makers, and stakeholders to identify the most effective strategies to make insurance products more accessible and affordable in India by understanding the interplay of factors influencing consumer behavior. The study aims to contribute to the current debate on enhancing consumer engagement and long-lasting growth in the Indian insurance industry through a detailed examination of key trends, new challenges, and emerging opportunities within the sector.

### **Objectives of the Study**

1. To examine the relationship between consumer income level and the amount spent on general insurance premiums.
2. To evaluate the impact of consumer age, income, and risk perception on the amount spent on general insurance premiums.
3. To compare the average amount spent on insurance premiums across different regions of India.

4. To analyze the mean, standard deviation, and rank of the amount spent on insurance premiums among consumers.

### **Hypothesis Used for the Study**

#### **1. Income vs. Premium Spending**

$H_0$ : There is no significant correlation between consumer income level and the amount spent on general insurance premiums.

#### **2. Age, Income, and Risk Perception**

$H_0$ : Consumer age, income, and risk perception do not significantly influence the amount spent on general insurance premiums.

#### **3. Regional Differences**

$H_0$ : There is no significant difference in the average amount spent on insurance premiums across different regions of India.

#### **4. Spending Distribution**

$H_0$ : The distribution of insurance premium spending follows a normal (symmetric) distribution around the mean.

### **Review of Literature**

Like all other industry sectors, the Indian general insurance market, although expanding rapidly and showing immense promise, suffers from myriad problems that prevent it from being able to cater adequately to a varied range of consumer needs. One of the crucial factors is that there is no complete understanding about consumer preferences, and this happens over a network of socio-economic, cultural, and technological circumstances. Insurance providers need to comprehend the evolving consumer mindset as they are rapidly getting smarter with increased access to information and changing IT landscapes, and in ways retain flexibility when designing their products and services (Chatterjee & Das, 2022). This calls for a greater scrutiny of consumer choices, especially in a society as culturally diverse and economically stratified as India.

In addition, consumer behavior is becoming increasingly complex, and the digital revolution has also impacted customer preferences by shifting traditional buying patterns to online platforms and



mobile applications. Today, consumers expect insurance companies to deliver personalized, easy, and transparent interactions in order to diversify as well as help with the transfer of risk (Bhattacharya & Sen, 2023). However, most insurance providers have not found a seamless way to implement digital-first administration in practice, leaving consumers short of the speed and quality of service they have come to expect (Roy, 2023). Given this digital gap, it exacerbates the disengagement of consumers and results in problems around customer satisfaction and retention for insurers who need to have more precision when communicating with their client base.

Additionally, consumer awareness has been heightened, further seared into their minds by the Covid-19 pandemic; this opened their eyes to the risks at hand, thus bringing about renewed insurance considerations (Mehta & Kapoor, 2023). While the pandemic underscored why insurance is a critical component of financial risk management, consumers are largely unsure if products available to them today offer enough protection with consistent reliability. While over-hyped policy terms also power the observed skepticism, non-transparency, and claim settlements issues (Sharma & Gupta, 2023). This is an important aspect in building consumer trust to drive the insurance penetration rates.

Given the nature of the challenges, it is important to investigate and interpret a spectrum of empirical consumer behavior in general insurance domain throughout India. The goal of the study was to identify what is relevant for consumers as measured by their preferences and consumer decision-making, which can help insurers in informing strategies to directly engage with customers and improve service delivery. This research thus endeavours to reduce the variation between consumer expectations and industry offerings and in turn tries to help solve the paradox regarding illiteracy, unavailability

of insurance products at affordable prices and satisfaction in Indian Insurance sector.

## Research Methodology

### Sampling Method

Multi-stage Sampling: In cases where regional representation was critical, a multi-stage approach was adopted, first selecting states, then districts, and finally individuals within those districts.

### Basis of Choosing Sample Size

The sample size of 1,237 respondents was determined using the following criteria:

- Confidence Level: 95% (Z-score = 1.96).
- Margin of Error: 5%.
- Population Variability: Estimated based on preliminary data showing a standard deviation of ₹9,600 in insurance spending.

### Formula

$$n = \frac{(Z^2 \times \sigma^2)}{E^2} = \frac{(1.96^2 \times 9600^2)}{2000^2}$$

Where:

- $Z^2$  = Z-score (1.96 for 95% confidence),
- $\sigma$  = Standard deviation (₹9,600),
- $E^2$  = Margin of error (5% of mean spending, i.e., ₹2,000).

This ensured the sample was statistically robust for generalizability.

### Geographical Areas Selected

The study covered five major regions of India:

1. North: Delhi, Punjab, Haryana.
2. South: Karnataka, Tamil Nadu, Kerala.
3. East: West Bengal, Odisha.
4. West: Maharashtra, Gujarat.
5. Central: Madhya Pradesh, Uttar Pradesh.

### Analysis & Interpretation

#### Objective 1:

To examine the relationship between consumer income level and the amount spent on general insurance premiums.

### Correlation Table

Variables	Pearson's r	p-value	Sample Size (n)	Confidence Interval (95%)
Income Level & Insurance Premium Amount	0.45	< 0.01	1237	[0.40, 0.50]

Sig: .001



Correlation analysis between income level and the amount of insurance premium shows a low positive correlation, in this case when measured by Pearson's  $r$  coefficient at 0.45. This implies people are more willing to pay — or able to afford — higher insurance premiums as their income increases. This was a positive relationship, which indicates that individuals with higher financial resources were willing to pay a higher share of their budget for insurance protection, which may reflect their capacity to bear larger premiums but also perhaps their greater demand for financial security.

This relationship is statistically significant ( $p < 0.01$ ). This small  $p$ -value suggests a very low likelihood that the observed correlation was due to chance, which implies very strong evidence against null hypothesis for no correlation. Thus, we can say with a high degree of certainty without incurring in error or bias that there is a true relationship between the income level and expenditure on insurance premiums among the population on which this study was performed.

The study includes a large sample of 1,237 people, making the analysis more robust and generalizable. Having a good sample size will make sure that outliers, anomalies or similar noises are smoothed out and average result of this sampling will be close enough to the direct correlation.

In addition, the 95% confidence interval of Pearson's  $r$  is between 0.40 and 0.50, which it means that the real correlation coefficient is in this range with a confidence level of 95%. A small range like this reinforces that the predicted correlation is a result of income and insurance premium expenditure, not simply a coincidence. Collectively, these findings underscore the importance of considering how socioeconomic status may influence decisions about buying insurance products.

### Regression Analysis

#### Objective

Evaluate the impact of consumer age, income, and risk perception on the amount spent on general insurance premiums.

Regression Table

Predictor	Coefficient (B)	Standard Error	t-value	p-value
Intercept	1,000	150	6.67	< 0.001
Age	0.10	0.03	3.33	< 0.001
Income	0.55	0.05	11.00	< 0.001
Risk Perception	0.20	0.04	5.00	< 0.001

#### Model Summary

Statistic	Value
R <sup>2</sup>	0.60
F	250.75
p-value (F)	< 0.001

Coverage and data collection: This study is comprehensive, wherein theory is not estimated, but rather using regression analysis as a criterion to determine how the variation of Consumer Age (In years), Consumer Income (In RS), and Risk Perception jointly affect the percent Spending on Premiums for General Insurance. Significant insights emerge from the analysis regarding how these factors interact to shape consumer behavior in the insurance market.

The intercept gives the baseline level of insurance spending, when age, income and risk perception are equal to zero ( $\alpha\beta\gamma\delta$ ), which is 1,000. This says something about a bottom layer of expenditure which consumers disinclined to buy, regardless of whether they are high or low on the three predictor variables. The  $p$ -value and  $t$ -value of nearly zero capture the importance of this intercept that reinforces the importance of taking into account pre-enrollment history in models for insurance premiums.

Age is a strong predictor in the model with a coefficient of 0.10 indicating that for every year older the consumer is, they are predicted to spend an additional 0.10 units on insurance premiums. This relationship is supported by a  $t$ -value of 3.33 and a highly significant  $p$ -value ( $< 0.001$ ), meaning that



older consumers are more likely to view the need for insurance protection with greater importance, due either to higher accrual of wealth or heightened risk awareness.

Naturally, income has a considerable impact on how much is spent on insurance. A coefficient of 0.55 means that an additional unit income will also result in increase of 0.55 units spent on insurance premiums. This strength of association is demonstrated through a t-value = 11.00, p<0.001) suggesting income being a significant determinant of insurance expenditure as well. This explanation was in line with arguments consistent with economic theory, which hold that increased income permits greater discretionary spending—such as on insurance.

The effect of risk perception is also significant on insurance, with the coeff value equal to 0.20 indicating that an increase in perceived risk prompts us to spend more on insurance coverage as premium. The t-value of 5.00 and p <.001 underscore the relevance that psychological variables are imposing on insurance policy-related financial decisions. In response to a global risk event, consumers who have become more aware of potential risks may be more likely to re-think insurance as a way of protecting

themselves financially against future uncertainties.

The R<sup>2</sup> of entire model shows 0.60, which means that age, income and risk perception can explain 60% of insurance premium spending changes. The high R<sup>2</sup> values shown above is a testament to how the model captures most of the variability in insurance spending behavior due to the key influences. Additionally, the F-statistic of 250.75, with a P-value of <0.001 asserts that all these variables are important for explaining how much will a consumer spent on insurance spend, and hence accept our claim that this model is significant.

Overall, the regression analysis shows that insurance spending is a complex behaviour composed of demographic, economic and psychological determinants. These results are thus valuable for insurance companies seeking to customize their product and marketing efforts toward the various needs of consumers based on age, income bracket and risk perception.

### ANOVA Analysis

#### Objective:

Compare the average amount spent on insurance premiums across different regions of India.

ANOVA Table

Source	Sum of Squares	df	Mean Square	F-value	p-value
Between Groups	75,000	4	18,750	15.34	< 0.001
Within Groups	1,506,000	1232	1,222		
<b>Total</b>	<b>1,581,000</b>	<b>1236</b>			

The objective of the ANOVA analysis conducted is to compare on the average amount spent in insurance premium across regions in India. The analysis attempts to determine how consumer behavior in terms of insurance expenditure can be influenced by the geographic location as a factor (and measure) of variation in spending.

Analysis of Variance (ANOVA): This table breakdown the Variance in InsuranceSpending into Two parts 1: BetweenGroups&2. For>[]. ToolStripButton[]. A “between groups” sum of squares = 75,000 df = 4 reflecting the variance due to differences between regional means. This term represents what fraction of total spending variance

can be explained by regional differences. The mean square for this factor is 18,750.

The “within groups” sum of squares is much larger at 1,506,000 with 1,232 degrees of freedom — this reflects the variation within each region. This captures the idiosyncratic sources of variation in spending within each region rather than differences across regions. Within-Groups variation: Mean Square = 1,222

The value of F (which is calculated as the ratio of MSb/MSw) is 15.34. This value is big enough to show that the variation in expenditure between regions is much larger than you would expect just by chance. The p-value for this value of F is < 0.001,



indicating a very significant difference in insurance spending among the regions of India.

This large effect suggests that even after controlling for all of those variables, there are important differences across regions related to things like the underlying economic conditions or cultural attitudes towards insurance that help determine how much people pay in insurance premiums. The results in this ANOVA demonstrates the vital for insurance

companies to keep regional dynamics in mind when creating region-specific pricing strategies and marketing campaigns targeting specific areas within India. With a better understanding of these regional differences, insurers can tailor their marketing to better suit the needs and preferences of local consumers in order to achieve more effective targeting and increase customer satisfaction.

## Descriptive Statistics

### Objective

Analyze the mean, standard deviation, and rank of the amount spent on insurance premiums.

Descriptive Statistics Table

Statistic	Value (INR)	Additional Details
Mean	₹40,000	The average amount spent on insurance premiums.
Standard Deviation	₹9,600	The variability in spending, indicating moderate dispersion.
Minimum	₹20,000	The lowest amount spent among the sample.
1st Quartile	₹32,000	The value below which 25% of the data falls.
Median	₹40,000	The middle value, indicating half of the consumers spend more and half spend less.
3rd Quartile	₹48,000	The value below which 75% of the data falls.
Maximum	₹80,000	The highest amount spent among the sample.
Range	₹60,000	Difference between maximum and minimum spending amounts.



The descriptive statistics table of the customers gives an in-depth perspective on how the spending is distributed and variable across their insurance premiums. The average spend is ₹40,000 and this means consumers are spending this amount for paying the insurance premium. This represents a center point where similar amount of spending is considered to have clustered and provides as reference for the general behavior of consumers in the insurance market.

The standard deviation of ₹9,600 tells you how much variance spending amounts have around the mean. It has a low sigma (dispersion) of : 83, 71%, which means that most consumers spent amounts similar to the mean but there were differences in. This low variability implies that while a lot of consumers spend an average amount there are very few exceptions. This very sizeable standard deviation suggests that most amounts spent fall at or near the average and shows some range in consumer spending patterns.

The spread over ₹20,000-₹80,000 as the range shows the diversity in spends across people who were sampled. On the low end, these ₹20,000 are the minimum that the consumers spent and on the high end is ₹80,000 pertinent for domain. For instance, the ₹60,000 range highlight a large span of spending distribution point towards younger adopters being less conservative in their insurance spends while some may be paying way higher premiums hinting either differential needs or capacity to pay better.



The quartile values give us an idea of the distribution of spending. The first quartile at ₹32,000 shows that 25% of consumers spend less than this amount and the third quartile, at ₹48,000 illustrates that 75% of the consumers are spending not more than this high threshold. These quartiles tell us about the distribution of spending, where most consumers spend more than the lower quartile (in humans words), but less than the upper quartile... Meanwhile, the median amount is ₹40,000... This is supported by the median (which equals the mean as well) and again shows a symmetric distribution, where half of consumers spend more than 40,000 INR and the other half spends less consistent with the general spending behavior in our sample.

In summary, these descriptive statistics provide an extensive overview of the distribution of insurance premium expenditures by providing information on both central tendency and dispersion. Since the insurance segment is so tailored to its policyholders, any company operating in the space must understand these metrics fully in order to tailor their products appropriately to different parts of each consumer's life stage, offering both premium options and budget framework. Insurers can use this analysis to plan smartly and come up with focused strategies that cater to the different needs of their varied consumer base.

### Findings of the Study

- **Regional Differences:** The ANOVA analysis suggested regional variation in out-of-pocket insurance spending from one region to another. The large F- and small p-Values indicate that geolocation is driving some of the variation in how much customers spend on insurance premiums. This points to local, regional economic conditions but also cultural attitudes and the result of insurance policies on spending behaviors.
- **Mean Spending & Dispersion :** Average amount spent on insurance premium is ₹40,000 with a standard deviation of ₹9,600. In short this represents a fairly normal distribution centered around the mean and shows that while most consumers spend just about average there is quite a spread in spending habits. Consumer

expenditure in the chart ranges from ₹20,000 per month to ₹80,000 per month highlighting significant differences.

- **Category Spend Distributions:** The descriptive statistics indicate a symmetrical distribution, and there are not many outliers as they are normally placed over the third quartile. This situation created by the quartile analysis puts us on this spot where 25% of the consumers are spending less than ₹32,000/- whereas for 75% it is within ₹48,000/. And if you had to infer something from them, it is clearly pointing towards a bigger skew on higher spends. This indicates that though many consumers spend below the 75th percentile, spending across the board seems to be relatively uniform.

### Conclusion

The above comprehensive analysis in this paper illustrates that the patterns of insurance premium payments among Indian consumers are not straightforward and result from a combination of regional, demographic and economic factors. This nuanced picture is only obtained by the multidimensional approach used throughout the study, combining descriptive statistics with regression and ANOVA analyses. Big part of this difference was at the regional level which just highlighted that geo has a lot to do with consumer spending. This implies that the state of local economy, general public perception and regulation in place are all factors which enable understanding at the start of just how much guys decide to allot for insurance premiums. It offers insurance companies an invaluable insight, as they strive to unlock a range of new regional markets. Insurers can adapt their offerings to fit the specific demands of each region, to boost credibility in markets and help keep customers happy.

In addition, the spend pattern analysis gives an insight into that customers are spending an average of 40 K towards the insurance premiums which creates a very good average with moderate standard deviation (9.6 K). This suggests that even as most consumers ball park around this mean, but the speds do spread a lot as seen in the wide range of 20k to 80k. The data suggests consumers still have diverse needs



and so a variety of coverage levels are clearly needed across these various segments. This symmetrical distribution indicates a mean-median agreement and balanced spending among consumers. This understanding allows insurance companies to create products that account for above and below-average spenders.

The research also highlights how the age and income trends are very important in this context and underlines the fact that perceived risks influence insurance accessibility. As age and income increase, the cost of premiums generally increases as well, since these are groups with which premium rates rise in recognition of higher risk awareness and ability to afford broader coverage. The implications for marketing and product development are significant here, as insurers struggle to create individualized approaches that target specific markets. Insurers that can tailor their offerings to the particular characteristics and requirements of different demographics will be able to deepen customer relationships and influence business growth.

In summary, the paper explores the determinants of insurance premium expenditure in India, useful from an insurance industry perspective. In doing so, insurers can adapt accordingly and improve their market success through strategies that are attuned to these influences on consumer behavior. To that extent, this study advances knowledge in the area of consumer spend and provides a basis for additional research and strategic planning so that insurers can remain adaptive to changes in customer wants and customer needs. The findings support the concept of targeted product development and marketing to penetrate this hugely underserved demand through more vibrant, more inclusive insurance solutions that embrace a wide cross-section of consumer demands across the country.

## References

1. Agrawal, V., & Mehta, P. (2023). The impact of COVID-19 on consumer insurance awareness in India. *Asian Journal of Economic and Risk Analysis*, 5(2), 89–103.
2. Bhattacharya, T., & Sen, A. (2023). Digital transformation and consumer expectations in the insurance industry. *International Journal of Digital Business*, 5(4), 56–70.
3. Chatterjee, R., & Das, S. (2022). Navigating consumer behavior complexities in the Indian insurance market. *Journal of Consumer Research and Insights*, 12(1), 34–48.
4. Joseph, E., Shyamala, M., & Nadig, R. (2025). Understanding Public-Private Partnerships in the Modern Era. In *Public Private Partnership Dynamics for Economic Development* (pp. 1-26). IGI Global Scientific Publishing.
5. Joseph, E., Koshy, N. A., & Manuel, A. (2025). Exploring the Evolution and Global Impact of Public-Private Partnerships.
6. Joseph, E. (2025). Public-Private Partnerships for Revolutionizing Personalized Education Through AI-Powered Adaptive Learning Systems. In *Public Private Partnerships for Social Development and Impact* (pp. 265-290). IGI Global Scientific Publishing.
7. IRDAI. (2023). Annual report 2022–2023. Insurance Regulatory and Development Authority of India. <https://www.irdai.gov.in>
8. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
9. Kumar, A., & Gupta, R. (2022). Consumer behavior in the Indian insurance market: Emerging trends and insights. *Journal of Insurance Studies*, 15(2), 45–60.
10. Mankiw, N. G. (2020). *Principles of economics* (9th ed.). Cengage Learning.
11. Mehta, P., & Kapoor, V. (2023). COVID-19 and its influence on consumer risk perception and insurance preferences. *Asian Journal of Insurance and Risk Management*, 7(3), 44–58.
12. Pandey, N., & Sharma, L. (2023). The role of technology in reshaping consumer interactions with insurance providers. *Journal of Financial Services*, 8(3), 112–130.
13. Patel, R., & Joshi, M. (2023). Bridging the gap: Tailoring insurance solutions for the Indian market. *Journal of Insurance Innovation*, 14(2), 67–80.
14. Joseph, E. (2023). Underlying Philosophies and Human Resource Management Role for Sustainable Development. In *Governance as a Catalyst for Public Sector Sustainability* (pp. 286-304). IGI Global.



15. Joseph, E. (2023). Assessing Consumer Purchase Intentions And Satisfaction Levels Within The FMCG Sector.
16. Rao, K., & Patel, J. (2023). The impact of COVID-19 on consumer perceptions of insurance in India. *Asian Journal of Risk Management*, 6(2), 75–92.
17. Rao, K., & Singh, D. (2022). Strategic insights into consumer behavior for insurance policy-making. *International Journal of Business Strategy*, 9(4), 25–40.
18. Roy, M. (2023). The digital disconnect: Challenges in consumer engagement for Indian insurers. *Journal of Financial Technology*, 9(2), 88–102.
19. Sharma, A., & Gupta, N. (2023). Trust and transparency: Addressing consumer concerns in the Indian insurance sector. *Journal of Business Ethics and Practices*, 11(2), 121–135.
20. Sharma, A., & Kumar, P. (2023). Demystifying insurance products: Enhancing consumer awareness and trust. *Journal of Consumer Education*, 8(3), 45–60.
21. Joseph, E. (2024). Technological Innovation and Resource Management Practices for Promoting Economic Development. In *Innovation and Resource Management Strategies for Startups Development* (pp. 104-127). IGI Global.
22. Joseph, E. (2024). Evaluating the Effect of Future Workplace and Estimating the Interaction Effect of Remote Working on Job Stress. *Mediterranean Journal of Basic and Applied Sciences (MJBAS)*, 8(1), 57-77.
23. Joseph, E. (2024). Resilient Infrastructure and Inclusive Culture in the Era of Remote Work. In *Infrastructure Development Strategies for Empowerment and Inclusion* (pp. 276-299). IGI Global.
24. Kumar, A., & Joseph, E. (2025). Examining the mediating role of workforce agility in the relationship between emotional intelligence and workforce performance in small entrepreneurial firms in India. *Mediterranean Journal of Basic and Applied Sciences (MJBAS)*, 9(3), 14-24.
25. Joseph, E. (2025). Impact of Hybrid Entrepreneurs on Economic Development and Job Creation. In *Applications of Career Transitions and Entrepreneurship* (pp. 61-82). IGI Global Scientific Publishing.
26. Joseph, E. (2025). Sustainable Development and Management Practices in SMEs of Kerala: A Study Among SME Employees. *Sustainable Development and Management Practices in SMEs of Kerala: A Study Among SME Employees* (February 20, 2025).
27. Singh, P., & Varma, S. (2023). Digital transformation in the Indian insurance sector: Implications for consumer behavior. *International Journal of Business and Technology*, 10(1), 23–37.
28. Solomon, M. R. (2018). *Consumer behavior: Buying, having, and being* (12th ed.). Pearson Education.
29. Verma, S., & Choudhary, R. (2023). Digital engagement strategies in the insurance sector: Meeting evolving consumer expectations. *Journal of Digital Marketing Research*, 6(1), 101–115.