

Impact of Digital Consumer Engagement, Human Resource Innovation and Sustainable Marketing Strategies on Organizational Performance and Customer Loyalty in Emerging Business Markets



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Abstract

This study examines the impact of digital consumer engagement, human resource innovation and sustainable marketing practices on the performance of the organization and customer loyalty in emerging business markets. In today's fierce business world, companies are becoming more reliant on digital platforms, creative employee practices and marketing centred around sustainability if they want to boost performance and foster customer relations with end users. The study is quantitative in nature, and a structured questionnaire is utilized to gather responses from individuals who are associated with the SMEs, Startup, Entrepreneurial ventures and the service-based companies. The data obtained were analyzed using descriptive analysis, reliability analysis, correlation analysis and regression analysis with the total of 250 respondents. Results indicate that digital engagement with consumers, innovation in HR practices and sustainable marketing approaches have positive and significant impacts on both organizational performance and customer loyalty. Human resource innovation was identified as the best predictor of organizational performance, and digital consumer engagement was the best predictor of customer loyalty. Based on the results, other companies in emerging markets can reap better business results by integrating three elements: digital interaction with customers, innovative HR practices, and responsible marketing. The study presents a framework that integrates digital engagement, HR innovation, sustainable marketing, performance of organizations, and customers' loyalty to contribute to the digital engagement literature, HR innovation literature, sustainable marketing literature, organization performance literature, and customer loyalty literature.

Keywords: Digital Consumer Engagement; Human Resource Innovation; Sustainable Marketing Strategies; Organizational Performance; Customer Loyalty

Introduction

Digitalization, innovation and the demands of sustainability and customers are rapidly changing the face of emerging business markets. Organizations are fundamentally reshaping their value creation processes, how they interact with customers and their competitive strategy in dynamic markets because of digital transformation (Verhoef et al., 2021). In this dynamic landscape, companies must embrace digital solutions to enhance their customer engagement, agility, and competitiveness. Digital transformation is also about rethinking business processes, strategies, and capabilities to be able to react to technological or market changes (Hanelt et al., 2021).

Over the last few years, companies have been increasingly adopting digital consumer engagement as a strategy to foster better customer relationships, enhance service quality and boost business competitiveness. The engagement of customers via social media and digital platforms has emerged as an important research topic in business due to its impact on customers' interactions, brand communication, and long-term relationships (Lim & Rasul, 2022). In emerging markets, this is particularly crucial as customers are increasingly active in the digital sphere and demand businesses to offer them quicker, more personalized and more transparent communication.

The importance of human resource innovation in business growth is also gaining ground, as they are looking for skilled, motivated and adaptable employees that will enable them to achieve innovation and performance. Applying high performance HR practices can affect the performance of the company by enhancing the innovation capability and enhancing the effectiveness of the organization (Nguyen & Dao, 2023). As a result, organizations need to create innovative HR practices like employee training, empowerment, flexible work, and HR systems that are technology enabled. In addition to the digital and HR trends, sustainable marketing practices have also emerged as crucial for businesses to thrive today. The impact of green marketing on consumers' buying decisions is manifested through attitude, trust and perception of responsible businesses (García-Salirrosas & Rondon-Eusebio, 2022).

While digital engagement of the consumer, human resource innovation and sustainable marketing is critical for a business to be successful, many emerging market businesses are still struggling to effectively incorporate these practices. Research on digital transformation (DT) has identified that there are situations where digital technologies and their implementation are not aligned with the organizational strategy, management practices and long-term performance goals of the business (Kraus et al., 2022). Another challenge is the lack of multi-disciplinary research on customer engagement, HR innovation and sustainable marketing. This leaves a gap in the understanding of how these factors work together to impact organization performance and

customer loyalty. The digital capability of the companies has been correlated to firm performance and customer performance, highlighting the importance of considering digital practices in the context of the company's overall strategy (Wielgos et al., 2021).

This research is also important in the context of sustainability related problems. Consumers are more willing to purchase sustainable products when they trust the brand, value the environmental benefits, care about sustainable products and are aware of the authenticity of sustainable claims (Camilleri et al., 2023). This means that companies that don't effectively communicate sustainable values could become vulnerable to losing customers' trust and loyalty. The research objective of this study is to explore the relationship between digital consumer engagement, human resource innovation, sustainable marketing strategies and organizational performance and customer loyalty in emerging business markets.

The study has several goals. It aims to explore the role of digital consumer engagement on the organizational performance, how digital consumer engagement influences customer loyalty, the role of human resource innovation on the organizational performance, how human resource innovation influences customer loyalty, the role of sustainable marketing strategies on the organizational performance, how sustainable marketing strategies influences customer loyalty, and how they influence a combination of the three on sustainable business growth.

The study also aims to answer some of the important research questions such as the impact of digital consumer engagement on organizational performance and customer loyalty, the impact of HR innovation on organizational performance and customer loyalty, and the impact of sustainable marketing strategies on organizational performance and customer loyalty. It also aims to gain insight into the synergy of digital engagement of consumers, HR innovation, and sustainable marketing in new business markets to drive sustainable growth.

The study is important as it adds value to the body of knowledge regarding Digital transformation, HR innovation, Sustainable marketing, organizational performance and customer loyalty. Digital organizational culture has been proven to have a positive effect on the firm performance by enhancing digital readiness, adaptability, and organizational change capability (Pradana et al., 2022). Furthermore, the research is relevant due to the possibility of enhancing organizational performance by applying HRM practices as a supporting element between employee-related practices and the business results, when HRM is used in conjunction with innovation (Turulja et al., 2023). Moreover, the issue of sustainable entrepreneurship is gaining significance in emerging economies as it is helpful in the

development of the responsible business, environmental awareness, and long-term development (Nayak and Pillai K, 2024). Furthermore, the research of green marketing has revealed that sustainable consumption and green marketing have become one of the hot spots for academic and managerial research (Geng & Maimaituerxun, 2022). The scope of the study is limited to the emerging markets in Asia, particularly SMEs, start-up businesses, entrepreneurs and service businesses in the Asian economies. It explores three independent variables: digital consumer engagement, human resource innovation and sustainable marketing strategy. It also analyzes two dependent variables: organizational performance, and customer loyalty. The focus is on understanding the role of these business practices on sustainable business growth, retention, competitiveness and long-term organization success.

2. Methodology

2.1 Research Design

The study uses a quantitative research methodology to analyze the relationship between digital consumer engagement, human resource innovation and sustainable marketing with organizational performance and customer satisfaction in emerging business markets. The study involves measurable variables which gives it a quantitative design and numerical responses in a structured questionnaire. This design enables the researcher to systematically and objectively measure the relationship between the independent variable and dependent variable.

2.2 Research Approach

This study is deductive research. This approach is suitable as the study is grounded in the existing theories and previous research on digital engagement, innovation in human resources, sustainable marketing, organizational performance, and customer loyalty. Based on literature, hypothesis is formed and tested with collected data. This study thus follows a theoretical to data testing process.

2.3 Research Method

This study uses a descriptive and explanatory survey method. The descriptive method is employed to describe respondents' demographic profile and the overall trend of their answers. Using the explanatory method, the students investigate the influence of digital consumer engagement, human resource innovation and sustainable marketing strategies on the performance of the organization and customer loyalty. The study is descriptive and explanatory in nature, suitable for this method.

2.4 Population of the Study

Emerging business markets, including the people who have ties to SMEs, startups, entrepreneurial activities and service businesses are included in the study

population. Target beneficiaries can be owners, entrepreneurs, managers, employees and customers of SMEs. These respondents are well qualified to contribute to the study where they have firsthand or second-hand experience of the digital engagement, HR practice, sustainable marketing activities, organizational outcomes and the customer loyalty behaviour.

2.5 Sample Size

The sample size of approximately 250 respondents is appropriate for this study because they can give the required number of responses to consider the relationships among the variables. The total number of respondents may be determined by the availability of participants to complete responses and the number of businesses available.

2.6 Sampling Technique

Purposive and convenience sampling techniques will be used in the study. Purposive sampling will be employed to identify respondents with relevant knowledge or experience of digital consumer engagement, human resource innovation, sustainable marketing strategies, organizational performance or customer loyalty. Data will be collected from respondents who are easily accessible and willing to participate, by using convenience sampling. Such methods are suitable as the study is based on certain segments of new business markets.

2.7 Data Collection Method

Structured questionnaire will be used to collect primary data. The questionnaire will be structured to meet the aims of the research and will consist of closed questions. It will be divided into two general parts. The first part will gather demographic data including gender, age, education, occupation, type of business and experience in the industry. The second part will be geared towards statements on digital consumer engagement, innovation in the human resources field, sustainable marketing approaches, organizational performance, and customer loyalty.

The questionnaire will help collect standardized responses from all participants. This makes it easier to code, compare and analyze this data. Participants will be asked to mark on a measurement scale how much they agree or disagree with each of the statements.

2.8 Measurement Scale

The respondents' opinions and perceptions will be measured using the five-point Likert scale method for the study. This scale is appropriate because the respondents can easily communicate their degree of agreement with each of these statements. It also assists in quantifying opinions into numbers for analysis purposes.

Scale Value	Response Option
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Each variable will be measured through multiple questionnaire items. The average score of the items under each variable will be used to represent that variable in the analysis.

2.9 Variables of the Study

It has three independent and two dependent variables in the study. Digital consumer engagement, human resource innovation and sustainable marketing strategies are the independent variables. Organizational performance and customer loyalty are all the dependent variables.

Digital consumer engagement is the way businesses engage with customers using digital communication, being responsive, personalizing and digital trust building. Human Resource Innovation" relates to the improvement of HR practices such as employee training, employee empowerment, flexible work practices and technology-based HR activities. Sustainable marketing strategies are strategies that are ethical, green, socially responsible and sustainability oriented.

Organizational performance is a measure of the business's growth, productivity, efficiency, competitiveness and innovation. Customer loyalty is synonymous with repeat purchase intention, customer retention, recommendation and business commitment for the long-term.

2.10 Data Analysis Techniques

Data gathered will be coded, screened, organized and analyzed using quantitative methods. Demographic profile of respondents and overall pattern of responses will be summarized using descriptive analysis. Items of the questionnaires will be examined for internal consistency by reliability analysis. The relationships between the variables will be explored using correlation analysis. To test the relationship between digital consumer engagement, human resource innovation, sustainable marketing strategies and organizational performance and customer loyalty,

regression analysis will be used.

This study will use two regression models. The first model will study impact of independent variables on the organizational performance, and the second model will study the impact of independent variables on customer loyalty.

2.10.1 Regression Model for Organizational Performance

$$OP = \beta_0 + \beta_1 DCE + \beta_2 HRI + \beta_3 SMS + \varepsilon$$

2.10.2 Regression Model for Customer Loyalty

$$CL = \beta_0 + \beta_1 DCE + \beta_2 HRI + \beta_3 SMS + \varepsilon$$

In these models, OP represents organizational performance, CL represents customer loyalty, DCE represents digital consumer engagement, HRI represents human resource innovation, and SMS represents sustainable marketing strategies. The symbol β_0 represents the constant, β_1 – β_3 represent regression coefficients, and ε represents the error term. A significance value below 0.05 will indicate that the relationship is statistically significant.

3. Results

A total of 250 responses were collected for this study, from which the results were generated. The questionnaire included the five major constructs: Digital Consumer Engagement, Human Resource Innovation, Sustainable Marketing Strategies, Organizational Performance, and Customer Loyalty. All constructs had five Likert scale items, and thus the data were appropriate for descriptive analysis, reliability analysis, correlation analysis, and regression analysis.

3.1 Demographic Profile of Respondents

The demographic profile shows the background characteristics of the respondents. Percentages are based on the total of 250 respondents and are 100% for each demographic variable. The demographic profile of the 250 respondents based on gender, age, education, respondent, business sector, work experience, and firm size are presented in Table 1.

Table 1. Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	127	50.8%
	Female	114	45.6%
	Prefer not to say	9	3.6%
	Total	250	100%
Age Group	Below 25 years	48	19.2%
	25–34 years	97	38.8%
	35–44 years	73	29.2%
	45 years and above	32	12.8%
	Total	250	100%
Education Level	Undergraduate	95	38.0%
	Postgraduate	114	45.6%
	Professional qualification	39	15.6%
	Other	2	0.8%
	Total	250	100%
Respondent Category	SME owner	36	14.4%
	Entrepreneur	44	17.6%
	Manager	63	25.2%
	Employee	69	27.6%
	Customer	38	15.2%
	Total	250	100%
Business Sector	Retail	47	18.8%
	Manufacturing	53	21.2%
	Services	78	31.2%
	Technology	57	22.8%
	Other	15	6.0%

	Total	250	100%
Work/Business Experience	Less than 1 year	39	15.6%
	1–3 years	74	29.6%
	4–6 years	86	34.4%
	More than 6 years	51	20.4%
	Total	250	100%
Firm Size	Micro enterprise	42	16.8%
	Small enterprise	76	30.4%
	Medium enterprise	69	27.6%
	Large enterprise	34	13.6%
	Not applicable	29	11.6%
	Total	250	100%

The results of the demographics indicate that the sample is reasonably spread across the groups of respondents. The number of male respondents (50.8%) was the highest, while the number of female respondents (45.6%) was the lowest. As shown in Figure 1, the gender distribution of the respondents was that male respondents constituted the largest group followed by female respondents.

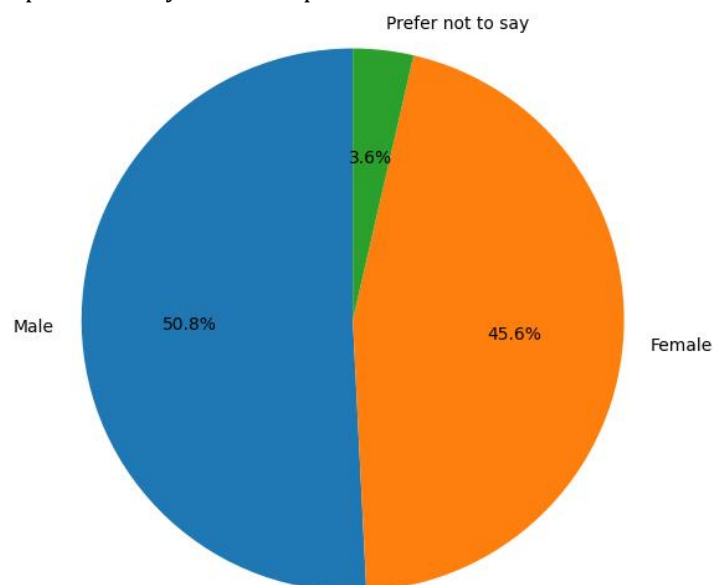


Figure 1. Gender Distribution of Respondents

The age group aged 25–34 (38.8%) was the largest amongst the respondents, suggesting that a significant number of the respondents were young professionals or actively engaged in businesses.

The education profile indicated that most of the respondents, 45.6%, had studied tertiary education followed by undergraduates, 38.0%. This implies that the respondents were well educated and were able to comprehend the items of the questionnaire well. When considering the category of respondents, the largest group was employees (27.6%), followed by managers (25.2%) indicating that many respondents had direct experience in the organizational practices. Figure 2 is the distribution of respondents by their category, with employees and managers as the highest number of respondents in the study.

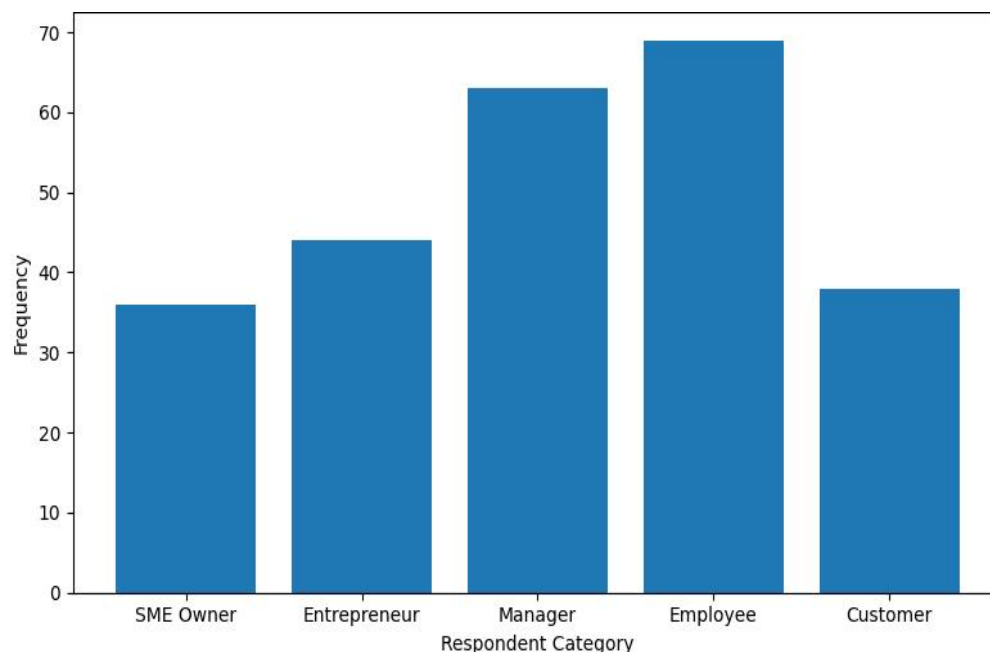


Figure 2. Respondent Category Distribution

Most of the representation was in the service sector (31.2%), followed by technology (22.8%) and manufacturing (21.2%). The distribution of respondents across the business sector is illustrated in Figure 3, with the highest numbers being in the services sector.

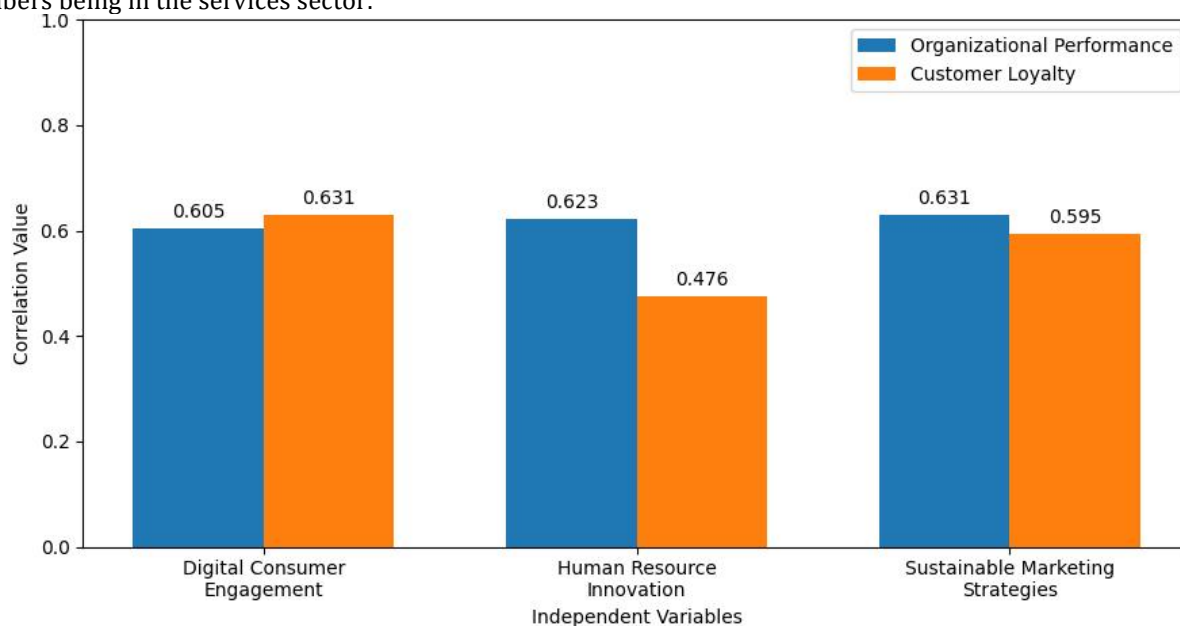


Figure 3. Business Sector Distribution of Respondents

It is fitting since digital engagement, HR innovation and sustainable marketing is relevant in these industries. The majority (34.4%) had 4-6 years of experience, which indicates that they had adequate hands-on experience in business operations. The sample included the highest proportion of small enterprises (30.4%), which is important for emerging business markets and SME-focused research.

3.2 Descriptive Analysis

Descriptive analysis was used to explore the overall pattern of responses of the principal study variables. The mean score indicates the average level of agreement of the respondents, and the standard deviation indicates the degree of deviation in the scores. The higher the mean, the more agreement with the statements pertaining to that variable. Descriptive statistics (mean scores, standard deviation values and interpretation levels) of the main study variables are provided in Table 2.

Table 2. Descriptive Analysis of Study Variables

Variable	Mean	Standard Deviation	Interpretation
Digital Consumer Engagement	3.830	0.712	High
Human Resource Innovation	3.844	0.660	High
Sustainable Marketing Strategies	3.872	0.698	High
Organizational Performance	4.182	0.599	High
Customer Loyalty	4.110	0.657	High

The descriptive results indicated that all the variables recorded high mean. Generally, the respondents believed that digital consumer engagement, human resource innovation and marketing in the context of sustainability are important in emerging business markets.

Overall, the highest mean score was obtained for Organizational Performance (4.182). This implies that the respondents strongly felt that productivity, competitiveness, efficient use of resources and adaptability improved. The mean score of Customer Loyalty was also high, 4.110, which indicated that there were positive customer behaviours in the form of intentions to re-purchase, recommendations and long-term relationship commitment.

The independent variables were Sustainable

Marketing Strategies, Human Resource Innovation, Digital Consumer Engagement, and Customer Relationship Management with a mean of 3.872, 3.844 and 3.830, respectively, followed by Customer Relationship Management with a mean of 3.786. The results show that respondents believe sustainability-oriented marketing, innovative HR practices and digital engagement are among the key factors determining business success.

3.3 Reliability Analysis

A reliability analysis was performed to analyse the internal consistency of the questionnaire items. To see if items were reliable under each construct Cronbach's Alpha was used. If it's greater than 0.70, it's OK. The results of the reliability of the study constructs are presented in Table 3.

Table 3. Reliability Analysis

Variable	Cronbach's Alpha	Reliability Status
Digital Consumer Engagement	0.900	Excellent
Human Resource Innovation	0.865	Good
Sustainable Marketing Strategies	0.890	Good
Organizational Performance	0.865	Good
Customer Loyalty	0.890	Good

From the reliability results, it is observed that all constructs have Cronbach's Alpha values greater than 0.70, which is a reliable value. This indicates that the questionnaire items for each variable have good internal consistency and appropriate for analysing. The value of the Cronbach's Alpha for Digital Consumer Engagement was highest at 0.900, which

means that it has excellent reliability. The values of Sustainable Marketing Strategies and Customer Loyalty are 0.890, respectively, Human Resource Innovation and Organizational Performance are 0.865. The results in this study are consistent with all constructs being reliable.

3.4 Correlation Analysis

The strength and direction of the relationship between the independent and dependent variables were measured by correlation analysis. Positive correlation

value means that if the value of one variable increases, then the value of the other variable increases too. Table 4 shows the correlation results between the independent variables and dependent variables.

Table 4. Correlation Analysis

Relationship	Correlation Value	Interpretation
Digital Consumer Engagement → Organizational Performance	0.605	Strong positive relationship
Digital Consumer Engagement → Customer Loyalty	0.631	Strong positive relationship
Human Resource Innovation → Organizational Performance	0.623	Strong positive relationship
Human Resource Innovation → Customer Loyalty	0.476	Moderate positive relationship
Sustainable Marketing Strategies → Organizational Performance	0.631	Strong positive relationship
Sustainable Marketing Strategies → Customer Loyalty	0.595	Moderate to strong positive relationship

The correlation results reveal that all independent variables have positive correlation with the organizational performance and customer loyalty. This translates to greater enhancements in digital consumer engagement, HR innovation, and sustainable marketing efforts, which are linked to greater organizational performance and customer loyalty gains.

Sustainable Marketing Strategies proved to have the highest correlation, which is 0.631. This results in strong association between sustainability focus of marketing and business performance. The highest correlation with customer loyalty was with Digital Consumer Engagement at 0.631, which shows that online interaction and responsiveness, personalization and digital trust are important in the creation of loyal customers.

Human Resource Innovation also had a high positive

correlation with organizational performance (0.623). Its relationship with customer loyalty was moderate at a level of 0.476, which indicates that service quality and employee performance should be affected by HR innovation and in turn, affect the customers' loyalty.

3.5 Regression Analysis for Organizational Performance

Regression analysis was conducted to examine the impact of Digital Consumer Engagement, Human Resource Innovation, and Sustainable Marketing Strategies on Organizational Performance.

Regression Model

$$OP = \beta_0 + \beta_1 DCE + \beta_2 HRI + \beta_3 SMS + \varepsilon$$

Table 5 presents the regression results showing the impact of digital consumer engagement, human resource innovation, and sustainable marketing strategies on organizational performance.

Table 5. Regression Results for Organizational Performance

Predictor Variable	Coefficient	Significance Value	Result
Digital Consumer Engagement	0.256	$p < 0.001$	Significant
Human Resource Innovation	0.319	$p < 0.001$	Significant
Sustainable Marketing Strategies	0.295	$p < 0.001$	Significant

Table 6 shows the model summary for organizational performance, including R², Adjusted R², F value, and model significance.

Table 6. Model Summary for Organizational Performance

Model Summary	Value
R ²	0.621
Adjusted R ²	0.616
F Value	134.186
Model Significance	$p < 0.001$

The regression results demonstrate that both the independent variables are positively and significantly related to organizational performance. All significance values are less than 0.05, indicating that the effects of digital consumer engagement, HR innovation and sustainable marketing strategies on the performance of the organization are statistically significant.

Organizational performance is explained by the three independent variables by 62.1%, which is indicated by the R² value of 0.621. This has good explanatory power and demonstrates the significance of the variables chosen as predictors of organizational performance.

The Human Resource Innovation possesses the highest coefficient value (0.319) among the three predictors, indicating that this predictor has the greatest effect on the organizational performance. This means that higher productivity, efficiency, flexibility

and competitiveness can be achieved through training, employee empowerment, flexible working practices and better HR systems. Sustainable Marketing Strategies is the second highest predictor, followed by Digital Consumer Engagement.

3.6 Regression Analysis for Customer Loyalty

The second regression analysis was conducted to examine the impact of Digital Consumer Engagement, Human Resource Innovation, and Sustainable Marketing Strategies on Customer Loyalty.

Regression Model

$$CL = \beta_0 + \beta_1 DCE + \beta_2 HRI + \beta_3 SMS + \varepsilon$$

Table 7 presents the regression results showing the impact of digital consumer engagement, human resource innovation, and sustainable marketing strategies on customer loyalty.

Table 7. Regression Results for Customer Loyalty

Predictor Variable	Coefficient	Significance Value	Result
Digital Consumer Engagement	0.378	p < 0.001	Significant
Human Resource Innovation	0.163	p = 0.001	Significant
Sustainable Marketing Strategies	0.320	p < 0.001	Significant

Table 8 shows the model summary for customer loyalty, including R², Adjusted R², F value, and model significance.

Table 8. Model Summary for Customer Loyalty

Model Summary	Value
R ²	0.539
Adjusted R ²	0.534
F Value	96.031
Model Significance	p < 0.001

The regression results show that all three independent variables have a significant positive impact on customer loyalty. All the significance values are less than 0.05, which corroborates that the digital engagement of consumers, the HR innovation and sustainable marketing strategies have significant influence on customer loyalty.

The value of R² is 0.539, which suggests that the three independent variables can explain 53.9% of the variation in customer loyalty. That's to say, digital engagement, HR innovation and sustainable marketing all contribute to the story of why customers stay loyal to a business.

The coefficient value of Digital Consumer Engagement is the highest among all the predictors with 0.378. These include digital interaction, online responsiveness, personalized communication and

digital trust, as these elements have the greatest impact on customer loyalty. Sustainable Marketing Strategies also has a significant impact (coefficient value = 0.320), which means that ethical, green and socially responsible marketing initiatives can create customer trust and commitment. Customer Loyalty is also a small yet vital factor of Human Resource Innovation.

3.7 Hypothesis Testing

The results of the regression were used to test the hypotheses. If the coefficient is positive and the significance value is less than 0.05 then the hypothesis will be supported. The results of the hypothesis testing conducted using the regression analysis results are shown in Table 9.

Table 9. Hypothesis Testing Results

Hypothesis	Relationship	Decision
H1	Digital Consumer Engagement → Organizational Performance	Supported
H2	Digital Consumer Engagement → Customer Loyalty	Supported
H3	Human Resource Innovation → Organizational Performance	Supported
H4	Human Resource Innovation → Customer Loyalty	Supported
H5	Sustainable Marketing Strategies → Organizational Performance	Supported
H6	Sustainable Marketing Strategies → Customer Loyalty	Supported

All the six hypotheses are supported by the results of the hypothesis testing. Digital consumer engagement, HR innovation, and sustainable marketing strategies, therefore, all positively and significantly influence the performance and customer loyalty.

The conclusions support the argument that the performance of organizations in emerging business markets can be enhanced by having a more effective digital engagement, innovative HR practices, and sustainable marketing strategies. The findings also validate that these factors have a positive influence on customer loyalty through multiple mechanisms such as building customer trust, satisfaction, and commitment.

3.8 Summary of Results

All Cronbach's Alpha values are greater than 0.70, indicating that the items on the questionnaire are reliable. The descriptive analysis shows that respondents were largely in consensus on the key importance of digital consumer engagement, human resource innovation, sustainable marketing strategies, organizational performance and customer loyalty.

All study variables are positively correlated as proved by correlation analysis. The results of regression analysis also indicate that the independent variables are significant in explaining both dependent variables. Human Resource Innovation was identified as the best driver of Organizational Performance and Digital Consumer Engagement the best driver of Customer Loyalty.

In conclusion, the findings indicate that businesses in emerging markets can improve organizational performance and customer loyalty by implementing effective digital engagement strategies, fostering HR innovation, and implementing sustainable marketing strategies.

4. Discussion

The study results show that the digital consumer engagement, human resource innovation, and sustainable marketing strategies have positive and significant effects on the performance of the organization and customer loyalty in the emerging business markets. Results illustrate how organisations can improve their market position by integrating customer oriented digital practice, innovative internal

management systems and marketing actions that emphasise sustainability. This is in line with the notion that capability of involving the customers and innovativeness have proven to be a driver of improving service firm performance as it aids in responding to customer expectations and market changes (Anning-Dorson et al., 2018).

The positive relationship between digital consumer engagement and organizational performance emphasizes the importance of digital platforms in enhancing the effectiveness of organizations. Engaging with customers online, on social media, through digital communication channels and personal interaction provides organizations with valuable insights to better understand their customers' needs and improve their customer service. This supports the view that the customer's presence in social media can positively impact on business performance by improving the understanding of the business manager about how customers interact with social media and the outcomes of the interaction (Boujena et al., 2021).

The results also show that there is a positive relationship between digital consumer engagement and consumer loyalty. The more organizations communicate with customers via digital channels and act on customer questions quickly, the more likely they are to keep customers. Digital outlets that involve customers in repeated communications and respond to customer questions promptly and offer individualized online experiences are more likely to keep customers. In an increasingly competitive business environment, trust, satisfaction and emotional connection is essential for customer retention, and all of these can be found in digital engagement. Gao and Huang (2021) also validated that Customer Engagement is an important mediating variable between the two variables to improve customer loyalty in the digitally connected customer service and retail environment.

The extent to which the HR was innovative was shown to positively affect organizational performance. This indicates that investments in employee training, empowerment, flexibility and HR systems that are technology supported can lead to better productivity, efficiency, innovation and adaptability in the organization. Employees can be more innovative and respond to organizational challenges with innovative

HR practices. This finding is corroborated by Jotabá et al. (2022) who argued that innovation and HRM are closely related due to the role HR practices could play in enhancing organizational capacities and performance.

The findings also reveal that the relationship between HR innovation and customer loyalty is positive but is less strong than HR digital consumer engagement and sustainable marketing strategies. This means HR innovation can have an indirect impact in terms of customer loyalty via enhanced employee motivation, service quality, and customer experience. This can lead to improved customer satisfaction and loyalty when employees are well-trained, motivated, and supported to provide better service to the customers. Similarly, Abdullah et al. (2021) emphasised that service innovation in HRM can increase employee loyalty and organisational performance by motivating employees internally and focusing on the employees.

In addition to this, it was revealed that sustainable marketing strategies were equally significant in having a positive impact on organizational performance. This indicates that ethical, green and socially responsible marketing strategies can be helpful for organizations to build their reputation, trust and increase market competitiveness and growth in the long-term. Sustainable marketing provides companies the opportunity to generate value for customers, society and the environment. According to Muñoz and Cohen (2018), research in sustainable entrepreneurship emphasizes the necessity of dealing with sustainable practices that are characterized by a combination of economic value creation and social and environmental responsibility.

The results also confirm that sustainable marketing strategies have a positive effect on the customer's loyalty. Purchasers are more inclined to help and be loyal to firms that show that they are environmentally responsible, communicate honestly, and are socially responsible. By leveraging sustainable marketing, companies can foster trust and connection with their customers, enhance repeat purchases, and establish lasting relationships. This result is in line with Gelderman et al. (2021) which stated that green marketing practices can increase green satisfaction and green loyalty, especially in the case of customers that hold a positive perception of the sustainability practices.

The outcomes also suggest that innovation has a significant influence on bridging organizational practices and customer loyalty and business sustainability. Companies that embrace innovative practices can stand out from their rivals, provide their customers with a better experience, and attract customers for the long haul. Asian business setting has also been found to help consumers' brand loyalty and business sustainability, consistent with the findings in the present study, in which innovation-based practices are seen to foster business performance and brand loyalty (Yi et al., 2022).

In terms of theory, the study adds value by combining

the concepts of digital consumer engagement, human resource innovation and sustainable marketing into one. These findings indicate that one should not consider these three factors individually since they represent important changes in organizational performance and customer loyalty. The study also contributes to recent studies indicating that digital customer engagement is a key research area that needs to be further explored and studied as it affects customer engagement, business performance and competitiveness in the future (Srivastava et al, 2025). At a practical level, the results call for an investment in digital engagement platforms, employee-focused HR innovation, and marketing strategies geared towards sustainability. Digital tools should be leveraged to better communicate with customers; HR practices should be implemented to increase the ability of employees and responsible marketing practices to build customer trust. Sustainability is an essential component of the competitive business strategy as it can enhance brand equity and elevate customer perception in the process of ethical and socially responsible practices (Yang & Basile, 2019). Overall, the study reinforces the idea that each of these three areas – digital engagement, HR innovation, sustainable marketing – can be integrated strategically and consistently within an organization to boost the performance and customer loyalty in emerging business markets.

5. Conclusion

The study revealed that the digital engagement of consumers, the innovation in HR management, and sustainable marketing can be seen as important factors that enable the organizational performance and customer loyalty in emerging business markets. The findings result is confirmed in the positive and significant impact of all independent variables on both the dependent variables. Therefore, proactive companies that engage their customers online, are now adopting innovative HR practices and are implementing sustainable marketing strategies, are more likely to enhance their business performance and establish lasting customer relationships. The results suggests that HR Innovation is the most crucial link between the human resource innovation and organizational performance. This means that training, empowering employees and implementing flexible working practices and HR systems with technology can enhance productivity, efficiency, adaptability and competitiveness. In addition, the study reveals digital consumer engagement is the most influential on customer loyalty. This means building an online business that's responsive, communicates with customers personally, is trusted online, and has regular contact with customers is important for repeat purchase, keeping customers and for good recommendations. Sustainable marketing strategies also have an impact on the performance of the organization and customer loyalty. Ethical, green and socially responsible marketing practices foster trust,

enhance the brand image and drive value generation for customers and society. Overall, the research highlights the importance of integrating digital, HRM and sustainability-based strategies to foster sustainable entrepreneurship. The results offer pertinent information for the managers, entrepreneurs and policymakers interested in enhancing competitiveness, customer satisfaction and organizational performance in the emerging new markets for business.

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