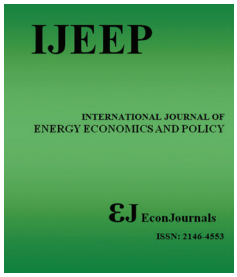

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The Role of Green Consumer Behavior in Shaping Electric Vehicle Adoption Among Future Business Leaders

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ABSTRACT

The study investigates the intention of future business leaders to adopt electric vehicles (EVs). A survey of 248 business leaders found that environmental concern is the strongest predictor of EV adoption as a mediator. Structural Equation Model (SEM) was used to investigate the determinants of EV adoption, focusing on perceived benefits, social influence, effort expectancy, performance expectancy, environmental concerns, and electric vehicle adoption. The study suggests that EV marketers should promote environmental awareness in future business leaders' mindsets to drive long-term behavioural change. Strategies that enhance public understanding of environmental issues, improve perceived ease of use, and emphasize the practical and social benefits of EVs are essential for accelerating the transition to sustainable transport systems. Additionally, out of four, three determinants significantly influenced environmental concerns, while one determinant, like perceived benefit, is insignificant. Environmental concerns are crucial in shaping consumer behaviour towards electric mobility. The research contributes to the theoretical development of the electric vehicle adoption model in green technology contexts and offers actionable insights for marketing strategists and public policymakers aiming to promote widespread electric vehicle acceptance among consumers.

Keywords: Electric Vehicle Adoption, Future Business Leaders, Eco-friendly Transportation, Environmental Awareness, Green Marketing, Structural Equation Modeling.
JEL Classifications: I130, O350, Q2, Q280

1. INTRODUCTION

The transportation sector's significant contribution to global greenhouse gas emissions has prompted a shift towards environmentally friendly roadways (Dioha et al., 2022). Electric vehicles (EVs) have gained attention due to their potential to improve energy efficiency and encourage cleaner urban transportation (Egbue and Policy, 2012). However, consumer acceptance rates remain low (Tilbury, 2011; Lozano, 2014).

Sustainable use is essential due to atmospheric changes and biodiversity loss, with electric vehicles (EVs) emerging as a greener alternative to traditional cars. However, widespread adoption relies on consumers' values and behaviors, especially those who will lead organizations in the future. Green consumer behavior, marked by environmentally conscious purchasing decisions and lifestyle choices, plays a pivotal role in influencing eco-friendly market trends (Young et al., 2010; Thogersen and psychology, 2003).

Future business leaders, who are consumers and strategists, have a unique role in shaping their consumption and organizational leadership's sustainability ethos (Ng and Burke, 2010; Noppers et al., 2014). Students, especially those who are future business leaders, are a crucial group whose environmental values may significantly influence their personal and corporate decisions

Kuckertz and Wagner (2010). The research explores how environmentally conscious-minded consumers influence leaders' attitudes towards electric vehicles (EVs), highlighting their role in driving sustainable innovation and shaping the future of mobility (Whitmarsh and O'Neill, 2010; Axsen and Kurani, 2012).

2. THEORETICAL FRAMEWORK

The research employs three theoretical models: the theory of planned behavior, the value-belief-norm model, and innovation diffusion theory to understand the influence of environmental concerns on future business leaders. The Theory of Planned Behavior (Knowles, 2024) suggests that goals, perceptions, sense of control, and individual requirements impact the choices in a variety of ways by emphasizing how societal forces and environmental views shape the intentions of future corporate executives to use electric cars (Mathur et al., 2024; Negi et al., 2025). The Value-Belief-Norm (VBN) theory explores how ethical norms, ecological concepts, and individual beliefs impact environmentalist decisions, especially in understanding the ethical motivations behind sustainable usage choices of those who see environmental preservation as a sentimental and formal duty (Stern et al., 1999; Nathani et al., 2019). The Diffusion of Innovation theory examines the long-term adoption of innovative technology through factors like proximity benefit, testing, visibility, difficulty, and adaptability. It also assesses how moral values, opinions on technological advancement, and conservation worries impact sustainably mindful buying as well as EV adoption. Furthermore, it highlights the role of business students in advancing sustainable mobility (Sahin, 2006; Hasan, 2018; Dixit et al., 2024).

2.1. Perceived Benefits

To speed up this shift, lawmakers, manufacturers, and elected officials must grasp the factors affecting EV adoption by applying a Structural Equation Model (SEM). This approach integrates six key elements: perceived benefits, social influence, effort expectancy, performance expectancy, environmental concerns, and the dependent variable, electric vehicle adoption (Venkatesh et al., 2003; Singh et al., 2023). Environmental concerns act as a mediating factor, directing the effects of performance expectancy and social influence on EV adoption. Perceived benefits play a significant part in public choice, particularly when it involves choosing sustainable methods like electric vehicles. These positive aspects include practical and sentimental perks that shape their perception regarding EVs' part compared to traditional vehicles (Hasan et al., 2023; Asati et al., 2025). Perceived Benefits items were selected from prior research concerning green and sustainable mobility solutions (Rezvani et al., 2015; Egbue and Polito, 2012; Ceschin and Gaziulusoy, 2016), emphasizing perceived choices, environmental difficulties, and social perks of EVs. This research examines perceptions of perks, cost cuts, and environmental effects, while focusing on emotional and standard benefits linked with environmentally friendly adoption. Therefore, we hypothesize:

H_1: Perceived Benefits have significant effect on Environmental Concerns.

2.2. Social Influence

Social influence significantly influences consumer behaviour, especially in the context of sustainable technologies like electric vehicles (EVs). This study explores how peers, societal norms, and cultural expectations influence attitudes and decisions towards EV adoption (Dwivedi et. al., 2024; Mishra et al., 2025). Aspiring business leaders may feel a responsibility to model sustainable behaviour, leading by example and amplifying the perceived importance of adopting eco-friendly technologies like EVs. Social influence, including informational signals, social identity, and subjective norms, significantly influences future corporate leaders' eco-friendly consumer behaviour, necessitating an understanding of how interpersonal and cultural variables influence environmental concerns and mobility decisions. The questions for Social Influence have been taken from the UTAUT structure (Venkatesh et al., 2003) as well as additional research on technology adoption that applies social influence to innovative contexts for sustainability (Zhou et al., 2010; Park and Informatics, 2014). Therefore, we hypothesize:

H_2: Social Influence has significant effect on Environmental Concerns.

2.3. Effort Expectancy

Primarily, in the initial stage of usage, the conscious nervousness of adopting electric vehicles (EVs) is an essential indicator of the behavioural goal. Drawing on the UTAUT Technology is based on the perceived convenience of utilization by Venkatesh et al. (2003). This standard involves opinions on how easy the subject is to charge, how easy it is to use, and how easy it is to pick up new skills relative to traditional automobiles. If future business leaders believe that electric cars are feasible, sustainable, and suit with their way of life, then their high expectations can encourage EV acceptance. When they think that EVs are complicated, difficult, or erratic, then the selection of Electric cars might get hindered. Perceived benefits and social influence have a bearing effect on effort expectation, and an idea that affects the willingness to embrace electric cars. Other students' perceptions of using electric vehicles can be straightforward with modern technology and could bolster a person's conviction that is feasible, gain social acceptance, and encourage a broader use of environmentally friendly transportation (Venkatesh et al., 2012; Al-Suqri and RM Al-Kharusi, 2015). Therefore, we hypothesize:

H_3: Effort Expectancy has significant effect on Environmental Concerns.

2.4. Performance Expectancy

Performance expectancy is altered by someone's faith in the potential rewards of advances in technology, and essential factor in the adoption of electric vehicles. For example, EVs are believed to provide lesser emissions of carbon dioxide, cheaper expenses, higher technology, reliability, and convenience, according to (Venkatesh et al., 2012), Unified theory of technology use and acceptance is distinguished by its rapid acceleration, silent functioning, cutting-edge amusement structures, and self-driving skills. The perceived benefit of EVs falls in accordance with both personal and professional objectives, which makes adoption more likely. Future entrepreneurs who are positioned towards industries may find EVs to be an appealing option due

to the potential interaction between performance expectancy and social influence with environmentally concerns in buyers. Social influence and environmental concerns of customers might interact with EVs' perceived benefit (Qiu et al., 2025; Becker and Gibson, 1998). Therefore, we hypothesize:

H_4: Performance Expectancy has significant effect on Environmental Concerns.

2.5. Environmental Concerns

Environmental concern pertains to the awareness and drive to reduce environmental degradation, while impacting pro-environmental actions and sustainable consumption choices, such as the use of electric vehicles (Moons and De Pelsmacker, 2015). It can have a big impact on how future business leaders think about sustainability and their spending patterns because people who care about climate change, air pollution, and resource depletion are more likely to see EVs as environmentally friendly substitutes for conventional cars (Hasan, 2017; Asati et al., 2024). An important component of many theoretical frameworks is environmental concern, including (Stern et al., 1999). The Norm Activation Model contends that environmental consciousness and personal obligation impact pro-environmental conduct, whereas the Value Belief Norm Theory contends that an individual's ethical requirement for responsibility for the environment is rooted in their core beliefs. Concerns about the environment highlight how crucial the sustainable idea is in forecasting consumer preferences, such as the need for environmentally friendly products like electric vehicles (Shetty and Rizwana, 2024).

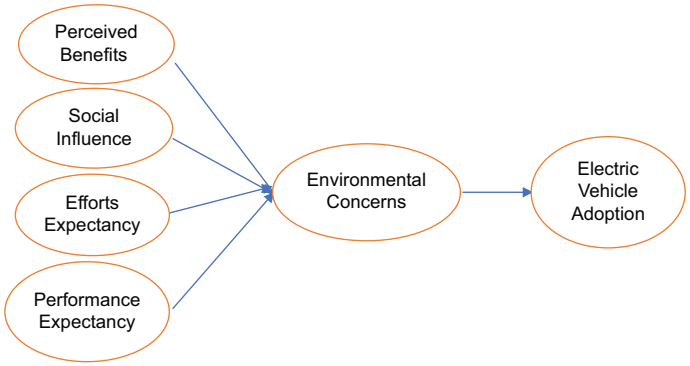
Concern for the planet among future business leaders may be a reflection of their knowledge of the concept of corporate social responsibility (CSR), including the part businesses have to address problems with the environment. Making the transition to electric cars might be seen as an act of symbolism that supports modern governance and ethical principles. One of the primary psychological variables affecting the decision to switch is environmental concern, especially for aspiring managers who have to find a balance between environmental stewardship and financial objectives (Dunlap et al., 2000; Moser., 2015; Rezvani et al., 2018; Shalender et al., 2021). Therefore, we hypothesize:

H_5: Environmental Concerns have significant effect on Electric Vehicle Adoption.

3. METHODOLOGY

This research used Structural Equation Modeling (SEM) for a quantitative research design to examine factors influencing Electric Vehicles (EVs) adoption, assessing both measurement and structural models simultaneously, ensuring validity and reliability of constructs and Figure 1 as conceptual model. The model includes six latent constructs: Perceived Benefits with 6 items, Social Influence with 4 items, Effort Expectancy with 5 items, Performance Expectancy with 3 items, Environmental Concerns with 6 items, and Electric Vehicle Adoption with 6 items. Every variable was assessed using a 5-point Likert scale, which was modified from validated scales in earlier research on consumer behaviour, environmental psychology, and technology adoption

Figure 1: Conceptual framework



Source: Mustafa et al., 2024

(1 being strongly disagree and 5 being strongly agree) (John et al., 2025; Shihab, et al., 2024).

3.1. Data Collection

A structured online questionnaire was used to gather data from respondents in Madhya Pradesh, India. Future business leaders who currently own a car or are considering purchasing one, and have an elementary knowledge of electric vehicles, were included in the target group. The sampling method used is convenience sampling, and the sample size was 300 respondents. Respondents were assured confidentiality, and participation was optional. The data cleaning procedure was used to eliminate incomplete responses.

3.2. Data Analysis

The data was analyzed using AMOS, which enables the estimation of both structural and measurement models (Hasan and Nika, 2014). Among the steps in the analysis were Reliability and Validity Testing**,** Cronbach's Alpha, and Composite Reliability (CR) for internal consistency. Average Variance Extracted (AVE) for convergent validity. Fornell-Larcker Criterion and HTMT for discriminant validity. Structural Model Evaluation**,** Path coefficients and their significance (using bootstrapping), and R^2 values for endogenous constructs (e.g., Environmental Concerns and EV Adoption) with model fit indicators and measurement model can be seen in Figure 2. Ethical Considerations: Institutional permission for the ethics committee was obtained, and the questionnaire requiring informed consent from participants was provided, allowing them to withdraw at any time.

4. ANALYSIS AND DISCUSSION

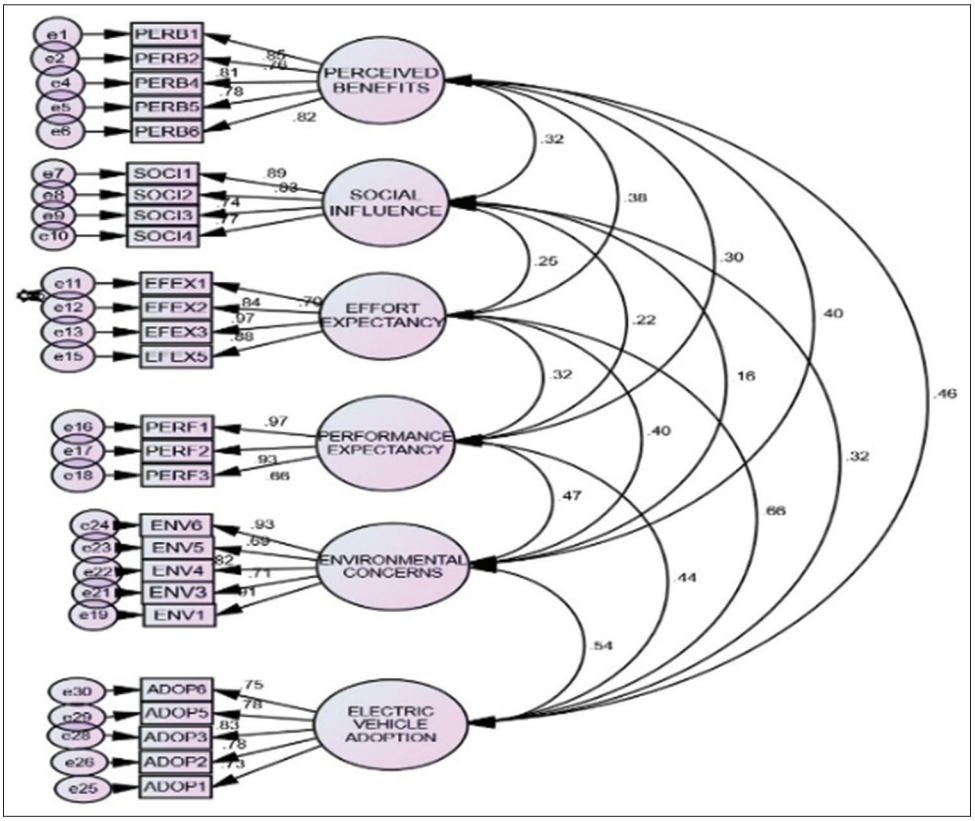
4.1. Model Fit Summary with R^2 and Fit Indices

CFI, TLI, RMSEA, and GFI are acceptable with excellent thresholds. Environmental Concerns (R^2 is 0.66) is highly described by Perceived Benefits, Social Influence, Effort Expectancy, and Performance Expectancy. EV Adoption (R^2 is 0.54) is described by Environmental Concerns. SEM model materializes statistically and reliable fit based on explained variance and Table 1 shows model fit summary.

4.2. Interpretation

Table 2 shows, standardized item loadings, Average Variance Extracted (AVE) values, and CR values. PERB = perceived

Figure 2: Model



Source: Authors' data

Table 1: Model fit summary

+Fit index	Value	Threshold
CMIN/DF	2.281	<3 is acceptable
Root Mean Residual (RMR)	0.025	<0.05 is good
Goodness-of-Fit Index (GFI)	0.905	>0.90 is good
Adjusted GFI (AGFI)	0.882	>0.85 is acceptable
PGFI	0.730	Parsimony fit, acceptable
Comparative Fit Index (CFI)	0.958	>0.95 is excellent
Tucker-Lewis Index (TLI)	0.952	>0.95 is excellent
RMSEA	0.053	<0.06 is good
NFI	0.928	>0.90 is acceptable
AIC	781.446	Used for model comparison
ECVI	1.706	(1.533) is good

Source: Authors' data

benefit, SOCI = Social Influence, EFFE = Effort Expectancy, PERE = Perceived Expectancy, ENVC = Environmental Concern, EVADOP = Electric Vehicle Adoption.

Table 3 shows correlation and squared correlation with PERB = Perceived Benefit, SOCI = Social Influence, EFFE = Effort Expectancy, PERE = Perceived Expectancy, ENVC = Environmental Concern, ADOP = Adoption.

Figure 3 represent SEM model and the Perceived Benefits (PERB) from PERB1-PERB6 with (loadings: 0.84–0.83), Social Influence from (SOCI) SOCI1-SOCI4 with (loadings: 0.91–0.52), Effort Expectancy (EFEX) from EFEX1-EFEX5 with (loadings: 0.70–0.89), Performance Expectancy (PERF) from PERF1-PERF3 with (loadings: 0.97-.65), Environmental Concerns (ENV) from

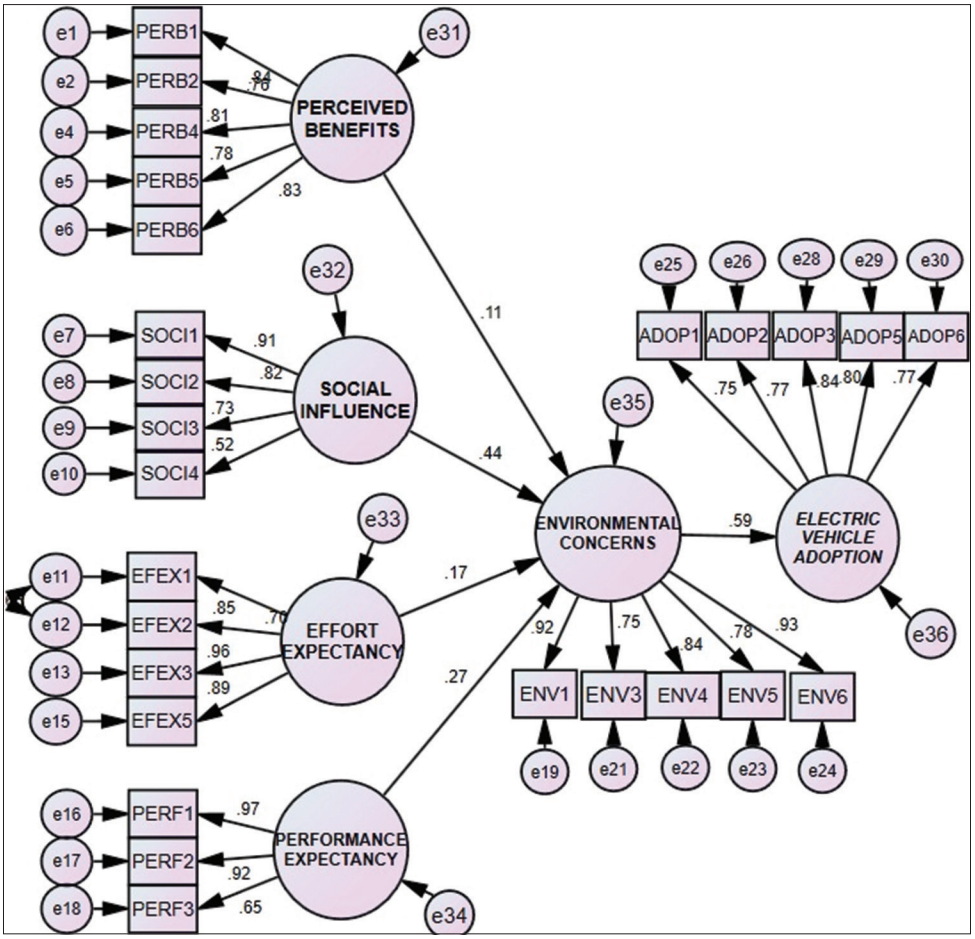
Table 2: SRWs, AVE, and CR

Constructs	Items	Sources	SRWs	AVE	CR
PERB	PERB1	Rezvani et al., 2015;	0.84	0.79	0.73
	PERB2	Egbue and Long	0.76		
	PERB4	2012	0.81		
	PERB5		0.78		
	PERB6		0.83		
SOCI	SOCI1	Venkatesh et al.,	0.91	0.77	0.82
	SOCI2	2003; Zhou et al.,	0.82		
	SOCI3	2010	0.73		
	SOCI4		0.52		
EFFE	EFEX1	Venkatesh et al.,	0.70	0.85	0.72
	EFEX2	2012; Asati et al.,	0.85		
	EFEX3	2024	0.96		
	EFEX5		0.89		
PERE	PERF1	Qiu et al., 2019;	0.97	0.81	0.88
	PERF2	Asati et al., 2024	0.92		
	PERF3		0.65		
ENVC	ENV1	Dunlap and Van	0.92	0.78	0.79
	ENV3	Liere., 2000; Jansson	0.75		
	ENV4	et al., 2011	0.84		
	ENV5		0.78		
	ENV6		0.93		
EVADOP	ADOP1	Moons and De	0.75	0.76	0.89
	ADOP2	Pelsmacker., 2015;	0.77		
	ADOP3	Al Suqri and Al	0.84		
	ADOP5	Kharusi., 2015	0.80		
	ADOP6		0.77		

Source: Authors' data

ENV1-ENV6 with (loadings: 0.92–0.93), Electric Vehicle Adoption (ADOP) from ADOP1-ADOP6 with (loadings: 0.75–0.77).

Figure 3: SEM model



Source: Authors' data

Table 3: Correlation and squared correlation

Factors	PERB	SOCI	EFFE	PERE	ENVC	ADOP
PERB	0.73					
SOCI	0.35	0.82				
EFFE	0.38	0.35	0.72			
PERE	0.41	0.31	0.26	0.88		
ENVC	0.43	0.22	0.33	0.22	0.79	
ADOP	0.42	0.39	0.38	0.25	0.28	0.89

Source: Authors' data

Table 4: Value and threshold

Fit index	Value	Threshold
CMIN/DF	4.084	<3 is acceptable
Root Mean Residual (RMR)	0.126	<0.05 is good
Goodness-of-Fit Index (GFI)	0.824	>0.90 is good
Adjusted GFI (AGFI)	0.790	>0.85 is acceptable
Comparative Fit Index (CFI)	0.895	>0.95 is excellent
Tucker-Lewis Index (TLI)	0.884	>0.95 is excellent
RMSEA	0.082	<0.06 is good
NFI	0.866	>0.90 is acceptable
AIC	1314.693	Used for model comparison
ECVI	2.871	(1.533) is good

Source: Authors' data

4.3. Model Fit Summary

The results show strong factor loadings, strong internal consistency, and a significant influence on environmental concerns and Table 4 shows values and threshold. Social influence, effort expectancy, performance expectancy, and environmental concerns also contribute to the study. The study also highlights the role of environmental concerns as a mediator in influencing electric vehicle adoption.

4.4. Path Analysis and Interpretations

Environmental concerns serve as a mediating construct and are crucial. It has a direct impact on EV adoption and is influenced by SOCI, EFEX, and PERF. Environmental Concerns are not influenced by Perceived Benefits (β = 0.11), indicating that those who perceive greater advantages in EVs are less worried about the environment. The effects of Social Influence (β = 0.44) and Effort Expectancy (β = 0.17) are influenced by environmental concerns. Users may associate EV performance with environmentally beneficial consequences, according to Performance Expectancy (β = 0.27), which shows a modest influence. Respondents who care more about the environment are more likely to embrace EVs, as seen by the strong path from environmental concerns to EV adoption (β = 0.59). Strong construct validity is shown by the majority of loadings >0.5. The primary function of mediation is to clearly illustrate environmental concerns as a mediator. Balanced complexity is not too complex, yet it offers enough structure to offer understanding.

Table 5: Hypothesis testing results of the structural model

Hypothesis	Estimates (β)	P-value	Supported
H_1: Perceived Benefits-EV Adoption	0.11	0.085	No
H_2: Social Influence-EV Adoption	0.44	0.000	Yes
H_3: Effort Expectancy-EV Adoption	0.17	0.000	Yes
H_4: Performance Expectancy-EV Adoption	0.27	0.000	Yes
H_5: Environmental Concerns- EV Adoption	0.59	0.000	Yes

Source: Authors' data, significant at the 0.05 level

5. DISCUSSION

The study reveals that green consumer behaviour significantly influences future corporate executives' intentions to buy electric cars. Participants who have higher environmental awareness, sustainable consumption patterns, and pro-environmental attitudes are more likely to view EVs as practical for personal or professional mobility. This aligns with previous research suggesting that environmentally conscious customers are more receptive to clean technology, especially in light of climate change awareness and business sustainability pressures (Jansson et al., 2011; Adnan et al., 2017). The study reveals a strong link between environmental values and EV adoption intent, supporting theories like Value-Belief-Norm and Theory of Planned Behaviour. Participants are more likely to consider EVs if they align with their personal beliefs and can protect the environment, indicating that personal identity and value alignment significantly influence green technology adoption, particularly for those aspiring to leadership roles in the corporate world.

The study reveals barriers to the real adoption of electric vehicles (EVs), such as price, charging infrastructure, and range anxiety, despite pro-environmental goals. These pragmatic factors often outweigh environmental incentives, leading to a mismatch between intention and behaviour. The research suggests encouraging infrastructure, financial rewards, and instructional programmes to reduce perceived hazards and increase EV appeal and Table 5 represent hypothesis testing results.

6. CONCLUSION

The research explores the impact of environmental concerns on future business leaders' adoption of electric vehicles (EVs). It found that environmentally concerns attitudes, beliefs, and purchasing choices significantly influence this trend. Companies that adopt environmental concerns are more likely to promote sustainable change through organisational and personal decisions. The study highlights the gap between environmental concerns and the actual adoption of electric vehicles (EVs). Practical obstacles may still hinder EV adoption, despite eco-friendly ideals being a motivator. To accelerate the shift to a low-carbon, electrified transportation future, business education and policy interventions must support sustainable principles and create supportive structures for eco-friendly choices. This study contributes to the growing body of research on environmentally conscious behaviour by emphasising the crucial role of young leaders in promoting the adoption of electric vehicles, despite the need for future studies to consider longitudinal changes with cultural and economic contexts.

6.1. Implications

Electric Vehicle producers should modify their marketing tactics to appeal to young, environmentally conscious professionals. Brand evangelists and early adopters are likely to be future company leaders demonstrating green consumer behaviours. The study suggests that future leaders may support eco-friendly business practices, as their current eco-friendly purchasing practices can influence pro-sustainability leadership and procurement choices. The findings could be used by policymakers to create more potent incentives for EV adoption, shaping demand-driven public policies like tax breaks and green infrastructure.

The EV industry can use data on green consumer behaviour to predict future demand patterns, influencing innovation and investment objectives. Social norms and peer influence can also be used to promote EV adoption, with up-and-coming corporate executives often serving as influencers or trend-setters in their networks. Green technology research and innovation are crucial for financing studies, as future generations will appreciate green features, leading to increased demand for EV improvements and sustainable technology.

6.2. Limitations and Further Directions

The research may be biased due to its focus on young professionals, who may not accurately represent future business leaders. Participants' responses may be more indicative of scholarly or idealistic viewpoints than sensible choices in commercial situations. Self-reported information, such as surveys or interviews, may exaggerate ecologically beneficial actions due to social desirability bias and recall bias, which is inaccurate recounting of prior actions or intentions. Cross-sectional studies, which are conducted at a single moment in time, only show a link between green behaviour and EV adoption plans, without showing causality. Longitudinal shifts in behaviour or attitudes are not recorded. Regional differences in cultural, economic, and policy-related elements affect EV adoption, making results not generalisable if the investigation is limited to a single nation or organisation. Financial incentives and infrastructure availability also vary greatly.

The study's long-term significance may be limited due to rapid changes in consumer views, car availability, and price points. Green consumer behaviour is evolving, with sustainability becoming more prominent in company branding and education. Practical restrictions, such as cost and convenience, may lead to a significant attitude-behaviour gap. The study may have overlooked economic aspects, such as money and perceived value, in real EV purchasing decisions.

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