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## Presenting a sustainable consumer behavior model based on good digital governance in the banking industry

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### Abstract

The aim of this study is to present and validate a sustainable consumer behavior model based on good digital governance in the banking industry (case study: Parsian Bank). The research method is developmental-applicable in terms of target, mixed in terms of implementation method, and of descriptive-exploratory type. The statistical population in the qualitative section includes 9 experienced professors in the field of research and senior and knowledgeable managers in the banking industry and Parsian Bank across the country, selected purposefully (judgmentally); and in the quantitative section includes 358 branch managers across the country, 186 of whom were selected using the Cochran formula and simple random sampling method. The tool for collecting findings in the qualitative section is a semi-structured interview and in the quantitative section is a questionnaire. MAXQDA software was used to analyze the data in the qualitative section and SPSS, and PLS software in the quantitative section. After coding, 23 subcategories were identified, including organizational values supporting the formation of responsible behavior, Parsian Bank's macro and strategic goals, the level of education of the community and the expansion of new digital technologies at the banking level, influential factors (causal factors), providing personalized services, continuous training and awareness, reviewing digital policies, creating secure digital banking channels, and managing digital assets in the bank (pivotal factors). Considering the extracted components, the final research model explains a way to create sustainable consumer behavior and determine strategies and operational plans for the sustainable development of the country and improving bank performance.

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## **Extended Abstract**

### **Introduction**

Good digital governance is recognized as a key framework for aligning digital processes with sustainable development goals. Recent studies show that the effective integration of technologies such as artificial intelligence and data analytics into banking systems not only increases operational efficiency, but also plays a decisive role in shaping sustainable consumer behavior. In particular, the report (Wang & Zhang, 2025) emphasizes that the use of artificial intelligence in integrating ESG (environmental, social and governance) data with banking decision-making processes leads to improved transparency and accountability (Wang & Zhang, 2025). On the other hand, research of Stauropoulou et al. (2023) shows that online banking plays a pivotal role in increasing financial inclusion and empowering underserved communities through personalized financial management tools by reducing access barriers. These findings suggest that designing digital systems based on good governance principles can lead to building customer trust and loyalty. Another study by Khosrpour et al. (2024) emphasizes the need to adopt digital transformation governance frameworks in commercial banks and proposes the “self-empowerment” strategy as an efficient model for coordinating between centralized and decentralized structures. Also, changes in lifestyle and the emergence of new technologies have led to different needs of customers who demand personalized services. In this competitive industry, banks must have strategies to maintain their competitive position. Good digital governance can improve consumer behavior by communicating with customers in a two-way manner and conveying necessary information about sustainable financial solutions to customers (Lucas & Basuki, 2015). By using digital technologies, banks can provide faster services and more diverse products, which increases customer interaction with the bank. In this regard, there are theoretical gaps about the role of good digital governance in the banking industry and its impact on sustainable consumer behavior. Also, differences in the definition and interpretation of sustainable consumer behavior can lead to a variety of perceptions and theoretical gaps among researchers (Zulfikar et al. 2020).

The present article, focusing on Parsian Bank as a case study, seeks to combine research findings in the field of digital governance and sustainable consumer behavior to present a new model that is capable of adapting to rapid technological developments and increasing stakeholder expectations. Accordingly, the present study seeks to answer the following question: How does the presentation and validation of a sustainable consumer behavior model based on good digital governance in the banking industry look like in Parsian Bank?

### **Theoretical Framework**

#### **Sustainable Consumer Behavior**

Sustainable consumer behavior refers to the conscious and intentional actions of individuals as consumers to minimize the negative environmental, social, and economic impacts associated with their purchasing decisions. This includes choices that support sustainable practices, products, and businesses with the aim of promoting environmental protection, social equity, and economic well-being. By adopting this behavior, individuals can contribute to positive changes that create a more sustainable and just society (Milfont & Markowitz, 2016).

#### **Digital Governance**

Digital governance includes strategies and methods for managing and optimizing advertising activities, content marketing, digital public relations, data analytics, and customer communications. These actions help businesses improve, strengthen customer relationships, and ultimately increase sales and profitability. For example, using data analytics to better

understand business strengths and weaknesses, identify customer behavior patterns, and optimize marketing strategies is an important aspect of digital governance in the marketing space. In general, digital governance in the marketing space plays a fundamental role in customer engagement, advertising, and online sales, and provides businesses with enormous opportunities to improve performance and growth (Shmok, 2022).

Mohammadi et al. (2024) examined the design of a regulatory model based on sustainable development governance. They believe that the governance-based monitoring model for sustainable development includes three overarching themes (contextual, content, and monitoring) and five organizing themes (policy-based factors, economic factors, social factors, audit and reporting factors, and environmental factors) and 28 basic themes (formulation and implementation of economic, environmental, and social development policies, annual GDP growth, full employment, transparency, fiscal discipline, economic stability, social justice, access to renewable energy, combating desertification, waste management, sustainable forest management, sustainable use of financial resources and terrestrial ecosystems, reducing air pollution, minimizing the release of hazardous chemicals, poverty alleviation, social responsibility, combating corruption, health, intergenerational commitments, education, participation, promoting security, public welfare, budget and analytical reports, and audit reports).

Hael et al. (2024) examined the trends in the literature on consumer behavior and sustainability: insights from a bibliometric analysis approach. They concluded that the three components The main ones, namely attitude, mental norms and perceived behavioral control, together shape the behavioral intentions of the individual and behavioral intention is the closest determinant of human social behavior and can have a significant impact on prediction.

### **Research Methodology**

The research method is developmental-applicable in terms of its purpose, mixed in terms of implementation method, and descriptive-exploratory. The statistical population in the qualitative section includes 9 experienced professors in the field of research and senior and knowledgeable managers in the banking industry and Parsian Bank nationwide, which were selected purposefully (judgmentally) and in the quantitative section includes 358 branch managers nationwide, 186 of whom were selected using the Cochran formula and simple random sampling method. The tool for collecting findings in the qualitative section is a semi-structured interview and in the quantitative section is a questionnaire.

### **Research Findings**

MAXQDA software was used to analyze data in the qualitative section and SPSS and PLS software were used in the quantitative section. After coding, 23 subcategories were identified, including organizational values supporting the formation of responsible behavior, Parsian Bank's macro and strategic goals, the level of education of the community and the expansion of new digital technologies at the banking level, influencing factors (causal factors), providing personalized services, continuous training and awareness, reviewing digital policies, creating secure digital banking channels, and managing digital assets in the bank (central factors). Considering the extracted components, the final research model explains a way to create sustainable consumer behavior and determine strategies and operational plans for the sustainable development of the country and improving bank performance.

### **Conclusion**

The present study was conducted with the aim of presenting and validating a model of sustainable consumer behavior based on good digital governance in the banking industry (case study: Parsian Bank). These results are consistent with the results of Mohammadi et al. (2024), Hael et al. (2024), Akpan Obong et al. (2023), Rezaei Lori et al. (2022), Husta & Zabkar (2021), Al-Ansari et al. (2021), Velenduck et al. (2017), and Wu et al. (2016). Rezaei Lori et al. (2022) stated that; holistic responsibility is a factor for the formation of good governance and along with it, knowledge linkage, innovation platforms and innovative actions lead to sustainable development in social, economic and environmental dimensions.

According to the research results, the following suggestions were made:

Parsian Bank should evaluate and continuously improve its integrated channels by receiving consumer feedback periodically with the aim of their participation in the digital service improvement processes. This can be done through surveys, online comments or in-app feedback systems.