Reimagining Employee Experience in Higher Education Through Digital Marketing Ecosystems: Building The Connected Campus Workforce

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Abstract

The ongoing digital revolution is significantly transforming higher education, leading to new roles and expectations for both academic institutions and their employees. Oral history, Indian universities have concentrated on student engagement and academic achievement. In addition to, there is now a growing understanding that the experiences and satisfaction of faculty members are equally essential for driving institutional progress and innovation. Even so awareness, many regions, such as Bihar, still lack comprehensive strategies to build a supportive and motivated academic workforce.

This research examines how digital marketing ecosystems—often used in business to improve customer relationships—can be adapted to enhance the professional environment for educators in higher education. Via digital channels, modern technologies, and data-driven methods, these ecosystems can support better communication, offer tailored professional development, and strengthen the sense of community among faculty.

The study adopts a descriptive research approach to evaluate the level of awareness, adoption, and effectiveness of digital marketing tools among faculty in Bihar's higher education sector. It identifies which digital solutions are most effective for employee engagement, assesses their impact on creating a unified workforce, and explores challenges such as limited digital skills and inadequate infrastructure. The findings of the study revealed that most of the faculty members

from the private higher education institutions of Bihar are Young Males who are well aware and actively engaged with the tools of digital marketing on daily basis reflecting high level integration in the academic activities. The research also provides practical recommendations to address these barriers and gathers faculty opinions on the use of digital tools. Theoretically, these students aim to fill a notable gap in the literature by showing how digital marketing ecosystems can improve employee experiences, foster collaboration, and promote digital inclusion within academic institutions.

Keywords

Digital Marketing Ecosystems, Employee Experience, Connected Workforce

Introduction

Higher education is undergoing a major transformation driven by rapid technological evolution, changing workforce expectations and increased demand for adaptability. The increasing shift from traditional to the modern approach in the higher education has lead to transformation in the ways in which faculty, educational institutions are connecting with their peers and students in the academic atmosphere. In India, traditionally universities and colleges have been prioritising the student engagement and academic delivery, there is increased recognition of the significant role that employee experience plays in the promotion of institutional excellence and fostering innovation among the educational workforce. The backbone of a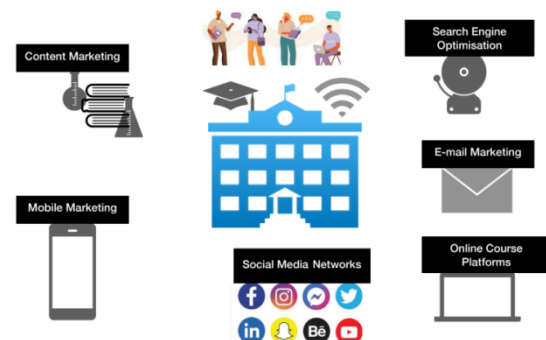ny educational institute is its own faculty members and the faculty members of the other similar institute in its community, building a strong connected academic atmosphere, yet somewhere there is lagging behind in framing the cohesive strategies important to nurture a fully engaged and connected workforce.

In this regard, we have always heard the term "Digital marketing ecosystems" as being commonly linked to upgrading the customer experience in the commercial domain, though in the recent years with evolution of digitalisation, the tools of digital marketing ecosystems are emerging as a strong frameworks for reimagining of Employee Experience within higher education. According to [1]Chaffey & Ellis-Chadwick (2019) the term "Digital marketing ecosystem consists of all the digital platforms, technologies and strategies that is being used by an organisation for interacting with customers, gathering insights and delivering value across several touchpoints." These ecosystems which comprises of an integrated set of tools, platforms, data systems and strategies for the engagement is enabling customisation, data-driven and interactions on omni channel. With the application of principles and tools of digital marketing to the core internal operations of institutions, it can foster a "connected campus workforce" which is characterised by the seamless communication, intuitive digital experiences and a strong sense of loyalty and purpose among employees.

As per the reports of datarepotal.com (2025), the data indicates that in India there were 806 million people who are using Internet at the start of the year 2025, where the online penetration stood at 55.3%. The report indicates that there is rapid rise in the internet users across India which is now exceeding to 800 million and significantly build the digital landscape with strong connections with the higher education domain. As with the time, the internet connections are becoming more reliable and widespread, educational institutions are adopting the digital platforms at an increasing rate not only for the student outreach but also for enhancing the employee collaboration and engagement. According to the reports of mediabrief.com (2024) in a study conducted by College Vidya revealed the fact that Bihar is traditionally known for its several challenges in context of public education, it accounts for 10% of online learners in the year 2024, indicates an increase from 6% in 2023 and is becoming one of the largest contributors to Online Learning in India. This digital expansion across India and specifically in Bihar supports the creation of robust digital marketing ecosystems which in turn enables smooth communication, real-time feedback, personalised professional development and remote accessibility for the faculty and staff. The rapid expansion of internet user base acts as a catalyst for the transformation of employee experience forming it to be more connected, information access and data driven and therefore helping in building a digitally empowered and resilient workforce at campus.

Figure 3: Influence of Digital Marketing Ecosystem in Higher Education: Creation of a Connected Campus

Source: Author's Compilation

This study is the exploration of the ways in which higher education institutions of the largest contributors to Online Learning in India i.e., Bihar can leverage the tools of digital marketing ecosystems not only for attracting and retention of the top talent but also for empowering and aligning employees around institutional goals. The paper is divided into four major sections which is:

Section I: Awareness and Usage of Digital Marketing Tools in Higher Education

Section II: Effect of Digital Marketing Ecosystems on Employee Experience

Section III: Challenges and Suggestions for the use of Digital Marketing Tools

Section IV: Overall Perception towards Digital Marketing enhancing Employee Experience

With the examination of current scenario of Digital Marketing Ecosystem in context of higher education in Bihar, overall study is divided into four sections. The first section shall bring out the current situation of awareness and usage of digital

marketing tools in higher education in order to understand the gap in the usage of the digital tools. The second section shall examine the role of digital marketing ecosystems on the employee experience for understanding its positive and negative use in the higher education. In the third section the study will assist to investigate the various challenges faced with the use of digital marketing in education sector and recommendations to overcome the identified challenges. The fourth section shall include the examination of overall perception of employees for the digital marketing ecosystem. The examination and in depth study of digital marketing ecosystem in higher education leading to a connected campus workforce shall ultimately lead to understand the required cultural and organisational shifts in order to implement the digital marketing ecosystem with the consideration of both the opportunities and challenges which is unique to academia. This study is a contribution to the perspective of forward thinking on the ways in which the digital transformation and digital marketing platforms upgrade the daily work lives of educators and staffs, increase the resilience of institution and build a culture of consistent improvement and innovation.

Literature Review

In a study by [2]Yoganandham, G. (2024) titled, "Evaluating the effectiveness of digital marketing strategies in higher education in India: Impact on the sector and construction of quality knowledge" underlines the effective use of digital marketing strategies and tools in higher

education segment in context of examining several ways in which it is helpful in attracting, engaging and retaining their students. The study deeply examined the tools of digital marketing such as social media marketing, content marketing, search engine optimisation (SEO) and e mail campaigns analysing their effectiveness to reach out to their perspective students and overall upgradation of higher education experience. It also emphasises on the ways in which higher education institutions utilises the data analytics and targeted marketing in order to tailor students messages and connect with the multifaceted students demographics. The method employed by the author for the study is a descriptive research approach based on the available secondary sources. Moreover the study also addressed the role played by digital marketing in the promotion of online courses and distance learning leading to the creation of knowledge on quality in higher education via digital marketing. The study provided the valuable insights in the field of higher education to the educators, administrators and policymakers which aims to upgrade the reach and effectiveness of digital marketing efforts.

In a literature review study by [3]Harbi and Ali (2022) titled, "Adoption of digital marketing in educational institutions: A critical literature review" supported the unanimous view that digital marketing is not only a tool of promotion but also a strategic asset which is capable of enhancing both the external engagement and internal institutional processes by

employing the secondary sources of data such as reviewing the previous studies. This study builds the foundation for further scope of research as the ways in which digital marketing ecosystem can be holistically utilised to improve the experience of stakeholders inclusive of faculties and staffs in the higher education institutions.

Research Study by [4]Kusumawati (2019) titled, "Impact of Digital Marketing on Student Decision-Making Process of Higher Education Institution: A Case of Indonesia" made a exploration on student's decision making due to impact of digital marketing in context of higher education institutions. The findings of the study indicated that students mostly engage social media for seeking information about the university for the purpose of choosing the best suitable university for them.

[5]Bhati & Mangal (2024) in the study titled, "Transformative effects of digital marketing in the education sector: A review" highlights the transformational role played by digital marketing in the domain of higher education emphasising on the ways in which the strategies of digital marketing have brought the revolution in reaching out the students, recruitment of perspective candidates and creation of institutional brand. The findings of the study embarks that digital marketing has led the educational institutions to understand and respond better to the needs and preferences of the target audience that leads to more effective recruitment and engagement strategies. The review paper strongly

emphasises the relevance of embracing the innovations of digital marketing for enhancing educational outreach and achievement of strategic goals.

Research study by [6]Shukla & Pande (2023) titled, "Impact of digital marketing on students' behavior and awareness for enrolment in higher education programs in Lucknow City" conducted a survey collecting the responses from the students of Lucknow city who were asked about the effects of internet marketing on their behaviour in context of higher education and also impact on their decisions about their enrollment decisions in order to discover the findings. The findings of the study indicated that there is a strong correlation between digital marketing and students who were about to graduate from the high school.

[7]Comai (2025) study on the title, "The power of digital marketing capabilities: The case of higher education" analyses 255 job advertisements for the managers of digital marketing in higher education across Europe, North America and Asia Pacific region for identification of the capabilities of digital marketing that institutions seek. The study revealed 79 capabilities that are grouped into six important themes such as market, management, results, media, stakeholders and learning. The findings of the study provided a practical framework for the evaluation of performance, recruitment of staffs and designing of curriculum while also highlights the gaps in the current literature and suggesting the directions and scope for future research on the capabilities of emerging digital marketing.

[8]Deshattiwar & Tiple (2024) conducted a study titled, "The impact of digital marketing strategy for educational institutions" outlines a comprehensive strategy of digital marketing developed for CIATN which is a cosmetology institute with the aim of enhancing its online presence, attracting the potential students and improvement of engagement. The digital marketing strategy comprises of several tools such as SEO, social media management, creation of content and paid advertisements and evaluation of the effectiveness of each element in enhancing the visibility of the institution and interaction on digital platforms. The study also provides the detail outline of the marketing methodology used, challenges involved, strategic decisions to be made and the expected outcomes in context of brand awareness and enrolment of perspective students. Overall the study is the contribution to the valuable insights in the effective digital marketing practices for the educational institutions in an environment which is digitally driven.

Research Gap

Though there is a significant portion of literature that exists in context of the use of digital marketing ecosystem in higher educational sector that primarily focuses on attracting and recruiting students , student engagement, and institutional branding. On the basis of the review of past studies conducted by the researcher in the form Literature Review, it can be observed that there is a lack of research study that explores the role of digital marketing ecosystem in upgradation of employee experience (EX) within the academic institution and across creating an academic environment. Most of the previous and existing studies have not covered the ways in which digital marketing tools and ecosystems is capable to leverage strategically for creation of a connected, collaborative and support-oriented environment for faculty members.

It can also be highlighted through the literature review that there is regional research gap particularly in developing areas like parts of Bihar, where there is limited infrastructure and digital literacy as it continues to hinder the full potential of digital marketing ecosystems. This study is a contribution in fulfilling the void by investigation of the ways in which digital marketing tools is capable of being reimagined for the transformation of the employee experience for building a connected workforce and promote digital inclusion across several contexts of higher education.

Research Questions

On the basis of the research gap, the research question that arises are as follows:

i) Which Digital Marketing tools are most effective in enhancing employee engagement and collaboration?

ii) How do these tools contribute to the creation of a cohesive and connected workforce?

iii) What are the posed potential challenges and best practices in the implementation of these tools?

Research Objectives

The various research objectives in relation to the research questions are as follows:

i) Analysis of Awareness and Usage of Digital Marketing Tools in higher educational institutions of Bihar.

ii) To identify the role of Digital Marketing Ecosystem on the Employee Experience

iii) Identification of Challenges faced by the employees in the use Digital Marketing Tools in higher educational institutes.

iv) Highlight the suggestions for the improvement of Digital Marketing Ecosystem for creation of more connected workforce.

v) To examine the overall perception of respondents in context of digital tools in enhancement of employee experience in higher education.

Research Methodology

This section of the study highlights the systematic approach which has been adopted for examining the ways in which digital marketing ecosystems uplifts the experiences of teaching employees in the Higher Education.

Research Design: A descriptive research design is employed by this study in order to reach to the objectives of the study as this descriptive approach allows the researcher for the systematic presentation of the ongoing practices, perceptions of faculty members and usage of digital tools by the institutions in higher education. environments.

Population and Sampling: The population comprises of faculty members and teaching staffs from several educational institutions particularly colleges situated in Bihar, India. A purposive sampling technique was adopted for the selection of respondents who are actively involved in academic functions and a total of 54 faculty members participation was in the study to represent a diverse range of institutions, professional backgrounds and disciplines. The derivation of sample size was executed with the use of standard sample size estimation formula at 95% confidence level with a 14% margin of error, that suggested a requirement of 49 respondents approximately and therefore a minimum of 50 respondents were targeted. However, during the process of data collection, responses from 54 faculty members were obtained that further strengthens the validity of the study. The selection of faculty members were made from both the government as well as private colleges, inclusive of urban and semi-urban or rural locations for ensuring diversity in the institutional contexts. As the larger samples generally allow for more precise estimation, the practical constraints such as accessibility to colleges, faculty availability and time of data collection were considered. The final sample size of 54 respondents is adequate for the descriptive statistics, given the exploratory nature of the research, it offers meaningful insights laying a strong foundation for further scope of the study with larger samples.

Data Collection Method: Primary data collection was done by the use of structured questionnaires comprising of five sections including both the close-ended as well as open-ended questions with altogether 20 questions. The five sections of the questionnaire was designed by the researcher to capture the following information regarding the study:

- Section A: Demographic Information of the respondents i.e., Age, Gender, Designation, Yrs. Of teaching experience, Type of Institution comprises of 6 questions.

- Section B: Questions in context of Awareness and Usage of Digital

Marketing Tools comprises of 4 questions.

- Section C: Questions regarding effect of DMT on Employee Experience comprises of 5 questions.

- Section D: Challenges and Suggestions in terms of use of Digital Marketing Tools comprises of 3 questions in which two questions are open ended.

- Section E: Overall Perception of Respondents for DMT in higher education comprises of 2 questions in which one question is open ended.

The administration and distribution of the questionnaire was made both in the physical format and via email for ensuring the maximum reach for responses.

Data Analysis Technique: The 54 responses collected through data collection was analysed systematically by the use of Microsoft Excel and descriptive statistics such as frequencies and percentages were used for interpretation of the findings. For the effective representation of the data, several tools which includes bar graphs, tables and pie charts were used.

Justification for chosen analysis method: The selection of descriptive analysis with the use of Ms Excel is justified on the basis of nature, scope and objectives of this study. Ms Excel assists the transparent data analysis that strongly supports the reliability of the research findings. Since the main aim is the identification of observable patterns rather than testing of the hypothesis, descriptive statistics offers an appropriate and sufficient analytical framework.

Ethical Considerations: In the entire research process, ethical integrity was maintained as the participation in the study was totally voluntary and also informed consent was obtained from the respondents prior to data collection. Participants were

assured of the confidentiality and anonymity of their responses as the purpose of the research was clearly explained. No personal information and identification details was disclosed during the research study.

Analysis And Interpretation Of Data

This section of the research study represents the analysis and interpretation of data collected from 54 faculty members of higher education institutions in Bihar. With the use of Microsoft Excel and descriptive statistics, the data was analysed for exploring the ways in which digital marketing ecosystems influences employee experience and contribute towards building a connected campus workforce.
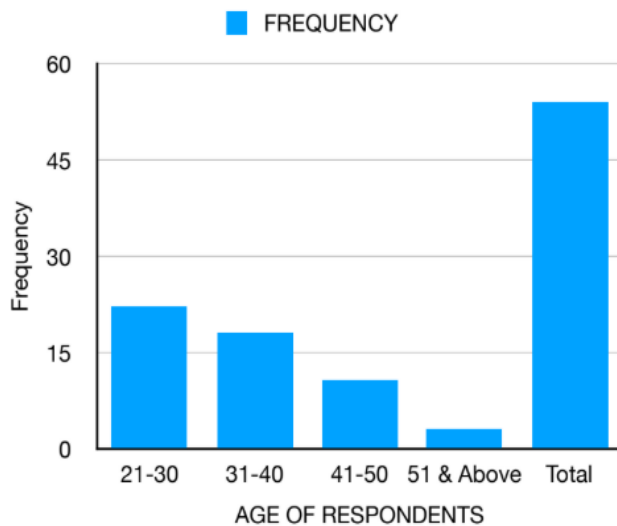
Analysis of Demographic Information related to Respondents

Table 1: Age Of Respondents

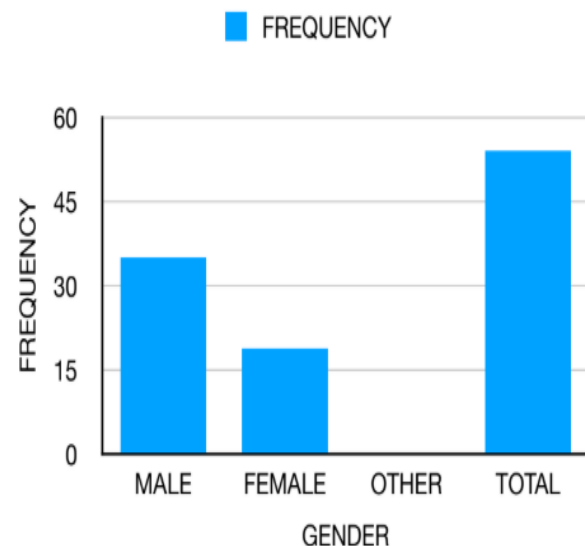| AGE	FREQUENCY	PERCENTAGE
21-30	22	40.74%
31-40	18	33.34%
41-50	11	20.37%
51 & Above	3	5.55%
Total	54	100%

Source: Author's Compilation(Ms Excel)

Chart 1: Representation of Age of Respondents

Interpretation: In the Table 1 and Chart 1, the data representation indicates that majority of the respondents i.e., 74.08% as faculty members are below 40 years of age, representation of a predominantly younger teaching workforce which suggests a more likelihood of adaptability to the digital marketing tools that supports the effective integration of digital marketing ecosystems in the higher education institutions in Bihar.

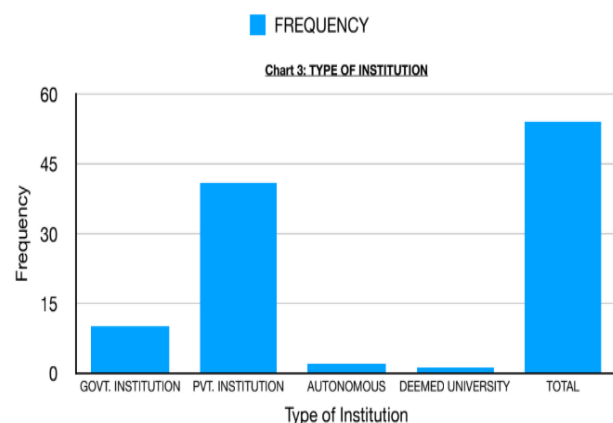**CHART 2: Bar Graph representing Gender of Respondents**

Interpretation: The Table 2 and Chart 2 is the representation of gender of respondents from the data collected, with 64.81% male and 35.18% female as the faculty respondents the data indicates a gender gap. This gender gap and imbalance might reflect the broad gender trends in context of higher education of Bihar and can play a significant role in the adoption and engagement within the digital marketing ecosystem.

Type of Institution

Source: Author's Compilation (Ms Excel)

Table 3: Type Of Institution

Table 1: Gender Of Respondents

GENDER	FREQUENCY	PERCENTAGE
MALE	35	64.81%
FEMALE	19	35.18%
OTHER	0	0
TOTAL	54	100%

Source: Author's Compilation (Ms Excel)

TYPE OF INSTITUTION	FREQUENCY	PERCENTAGE
GOVERNMENT INSTITUTION	10	18.52%
PRIVATE INSTITUTION	41	75.92%
AUTONOMOUS	2	3.71%
DEEMED UNIVERSITY	1	1.85%
TOTAL	54	100%

Source: Author's Compilation (Ms Excel)

Interpretation of Data: Table 3 and Chart 3 is the representation of type of institution in which respondents are working as it might influence the role of digital marketing ecosystem in context of higher education. The data represents that the majority of respondents i.e., 75.92% are from the private institutions and 18.52% represents the responses from government institutions. A smaller percentage i.e., 3.71% belongs to the autonomous institutions and 1.85% belongs to responses from deemed universities. This distribution recommends that the findings of the study are significantly influential to the practices and perceptions within the higher education institutions in Bihar, that might have different levels of digital adoption and infrastructure as compared to the government and autonomous educational bodies.
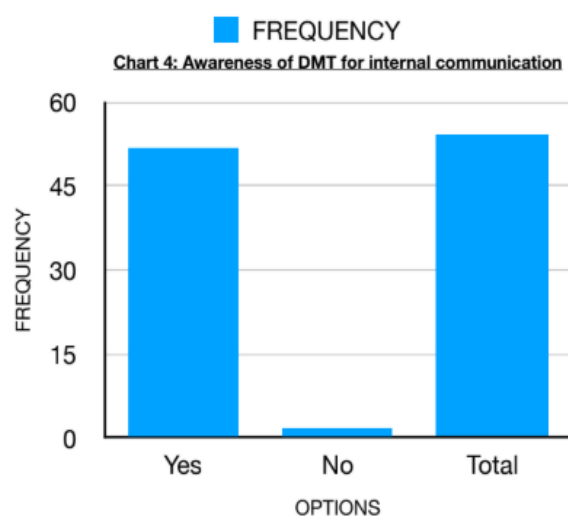
Analysis of Responses for Awareness and Usage of Digital Marketing Tools in Higher Education

Ques: Are you aware of digital marketing tools used within your institution for internal communication or engagement with staffs and students?

Table 4: Awareness of DMT for internal communication-1

OPTIONS	FREQUENCY	PERCENTAGE
Yes	52	96.30%
No	2	3.70%
Total	54	100%

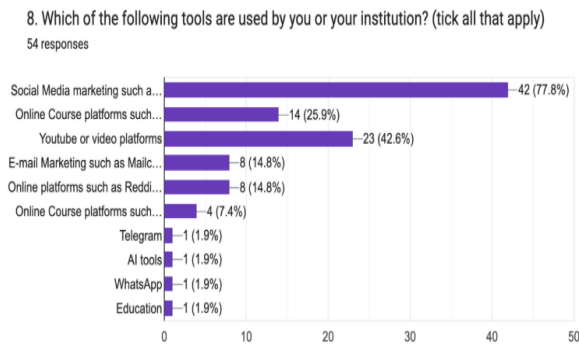**Source: Author's Compilation (Ms Excel)**

Chart 4: Awareness of DMT for internal communication

Source: Author's Compilation (Ms Excel)

Interpretation of Data: The Table 4 and Chart 4 is the representation of the awareness of the respondents in context of the use of digital marketing tools which is used within their respective institution for the purpose of internal communication and collaboration with the staffs and students. The findings in the form of collected data revealed that with 96.30% of strong consensus of the respondents as answering "Yes" , represents a widespread acceptance and a positive perception towards the use of digital marketing ecosystems across faculty members in higher education in Bihar.

Fig 2: Adoption of Digital Marketing Tools in Higher Education

8. Which of the following tools are used by you or your institution? (tick all that apply)
54 responses

Source: Primary data from questionnaire

Interpretation of Data: The above Fig. 2 extracted from the primary data collected through questionnaire revealed that the most widely used among the digital marketing tools is social media marketing such as Facebook, Instagram with 77.8% of the faculty members reports its use. Followed by 42.6% reported by the faculty members of higher education in Bihar uses Youtube and other video platforms, indicating a strong emphasis and preference for the visual and content-based engagement.

25.9% of the respondents use Online course platforms i.e., Coursera, Udemy representing a moderate engagement with the structured e-learning solutions. While 14.8% of the respondents uses both the email marketing tools such as Mailchimp and platforms such as Reddit or Quora which suggests a selective use for the purpose of outreach and information sharing.

As per the data representation, with 7.4% of responses in favour of LMS platforms such as Moodle and with 1.9% of respondents for individual tools such as Telegram, AI tools, WhatsApp and education apps, these are the least commonly used tools. The pattern indicates that though there is domination of the mainstream platforms, along with it there is evolving but limited experimentation with more use of specialised and technology driven tools. It underlines a trend towards the social and video content for the purpose of academic communication with the scope
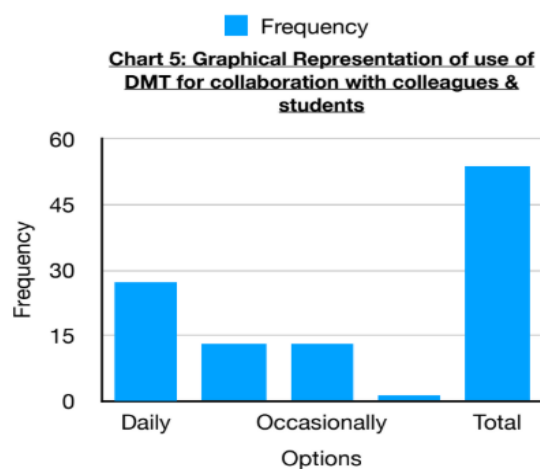
for expansion of adaptation of digital tools in the higher education institutions of Bihar.

Ques: How often do you use digital tools for communication and collaboration with colleagues and students?

Table 5: Use of DMT for communication and collaboration with colleagues & students

	Frequency	Percentage
Daily	27	50%
Weekly	13	24.07%
Occasionally	13	24.07%
Never	1	1.86%
Total	54	100%

Source: Author's Compilation (Ms Excel)

Chart 5: Graphical Representation of use of DMT for collaboration with colleagues & students
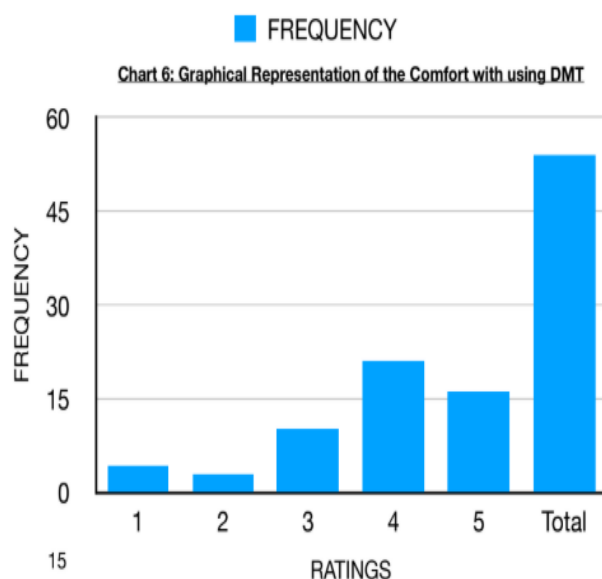
Source: Author's Compilation (Ms Excel)

Interpretation of Data: The representation of Table 5 and Chart 5 indicates that 50% of the

respondents as faculty members make use of digital tools daily, that shows stronger emphasis on routine engagement with the digital platforms connected with their professional activities. Moreover, on weekly basis 24.07% of faculty members use digital tools weekly and the same percentage of responses uses them occasionally which

suggests differing levels of adoption on the basis of individual or needs of the institutions as a whole. Only 1.86% of the respondents reported of never using the digital tools, underlining near-universal exposure across the respondents. This is the reflection of overall high integration of digital tools in higher education with most of the faculty members actively incorporating it into their work structure.

Ques: Rate your comfort level with using digital marketing tools.

Table 6: Ratings of the Comfort with use of digital tools

RATINGS	FREQUENCY	PERCENTAGE
1	4	7.4%
2	3	5.6%
3	10	18.5%
4	21	38.9%
5	16	29.6%
Total	54	100%

Chart 6: Graphical Representation of the Comfort with using DMT

Source: Author's Compilation

Interpretation of Data: Table 6 and Graph 6 representation of data in context of the overall rating on a scale of 1 to 5 of digital marketing tools or experiences is a reflection of majority of respondents i.e., 38.9% rated it positively by giving 4 along with 29.6% of the respondents rating it as 5, indicates a strong level of satisfaction or effectiveness. 18.5% of the respondents rated it as 3 reflects a moderate rating, while only 13% has provided lower ratings as 1 and 2. This data representation suggests that most of the respondents views digital tools as favourable in context of higher education, more than two thirds rated it as above average underlining the general satisfaction level and capable of further upgradation and integration.
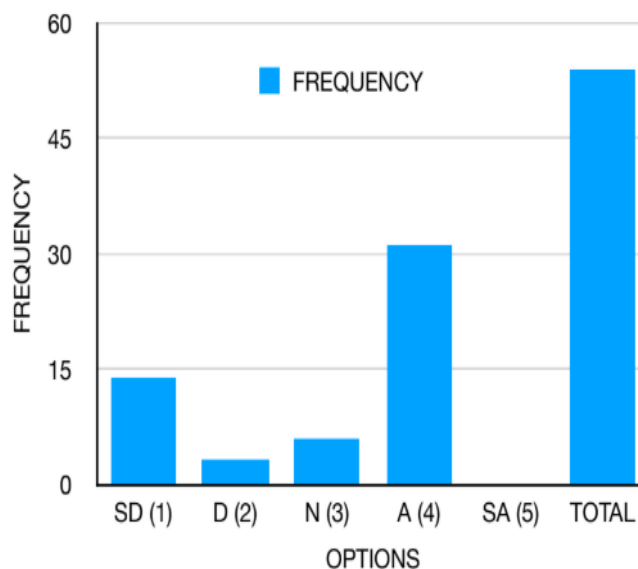
Effect on Employee Experience

Ques: Do you believe digital tools have improved communication among teaching staff and students?

Table 7: Communication Improvement among teaching staffs & students using DMT

	FREQUENCY	PERCENTAGE
SD (1)	14	25.9%
D (2)	3	5.6%
N (3)	6	11.1%
A (4)	31	57.4%
SA (5)	0	0
TOTAL	54	100%

Source: Author's Compilation (Ms Excel)

Chart 7: Graphical Representation of Communication Improvement among teaching staffs & students using DMT

Source: Author's Compilation (Ms Excel)

Interpretation of Data: The data representation in Table 7 and Chart 7 indicates moderate agreement with 57.4% of the respondents with the statement, while 31.5% expressed their disagreement and 11.1% of the respondents remained neutral. This frequency distribution is the reflection of moderate agreement across faculty members, with limited resistance or skepticism. The zero respondents in favour of strong agreement with the statement indicates the hesitation or the need for further support, awareness or infrastructure to embrace fully the concept that is being evaluated in the study.
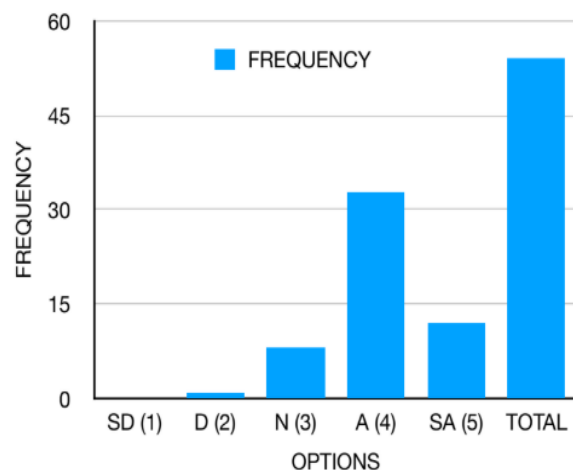
Ques: Do digital tools help you feel more connected to your institution's mission and goals?

Table 8: Inter connection of DMT to institution's goals and missions

	FREQUENCY	PERCENTAGE
SD (1)	0	0
D (2)	1	1.9%
N (3)	8	14.8%
A (4)	33	61.1%
SA (5)	12	22.2%
TOTAL	54	100%

Source: Author's Compilation

Chart 8: Graphical Representation of Inter connection of DMT to institution's goals and missions

Source: Author's Compilation

Interpretation of Data: Through the data representation in Table 8 and Chart 8, with 61.1% agreeing (A) it indicates a strong positive perception across respondents and with 22.2% strongly agreeing with the statement with a total of 83.3% in favour of the statement. This shows a clear consensus and strong support for the statement which suggests that most of the faculty members are positively aligned with the statement that digital marketing tools helps them to feel connected to their institution's goals and mission which ultimately reflects high

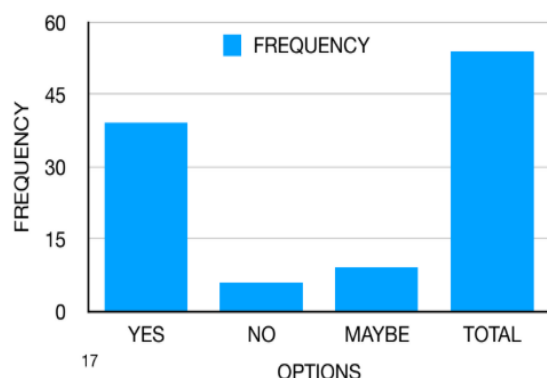acceptance and readiness for the required implementation.

Ques: Have these tools contributed to your professional development or training?

Table 9: Contribution of DMT to the professional development or training

	FREQUENCY	PERCENTAGE
YES	39	72.2%
NO	6	11.1%
MAYBE	9	16.7%
TOTAL	54	100%

Source: Author's Compilation

Chart 9: Graphical Representation of Contribution of DMT to the professional development or training

Source: Author's Compilation

Interpretation of Data: The data representation in Table 9 and Chart 9 shows that with 72.2% of the responses as "Yes", majority indicates a strong agreement or willingness with regard to the statement. Only a small portion i.e., 11.1% responded as "No" and 16.7% selected as "Maybe" which reflects some uncertainty. This data indicates a general positive outlook across faculty with most of them supporting the idea of contribution of DMT to the faculty's professional development or training,

whereas few respondents were unsure or opposing the idea underlining the need for further clarification, awareness or dialogue for addressing the hesitations.
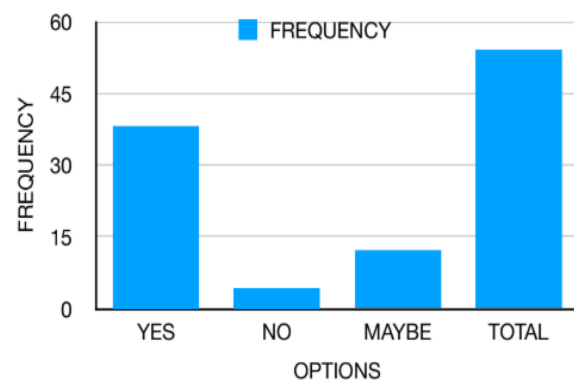
Ques: Do you feel more recognised and valued due to digital communications (e.g., being featured in newsletters or posts)

Table 10: Employees Recognition due to DMT

	FREQUENCY	PERCENTAGE
YES	38	70.4%
NO	4	7.4%
MAYBE	12	22.2%
TOTAL	54	100

Source: Author's Compilation

Chart 10: Graphical Representation of Employees Recognition due to DMT

Source: Author's Compilation

Interpretation of the Data: Through Table 10 and Chart 10, the representation of data indicates that 70.4% of respondents answered "Yes" showing a strong positive agreement towards the influence of DMT for recognition of employees as an initiative. Few hesitation and uncertainty was indicated with 7.4% responses as "No" and 22.2% as "Maybe" indicating some sort of uncertainty and hesitation. This data representation highlights that though a

majority of faculty members are supportive of DMT towards the idea of their recognition, a significant portion is also either uncertain or not decided yet.
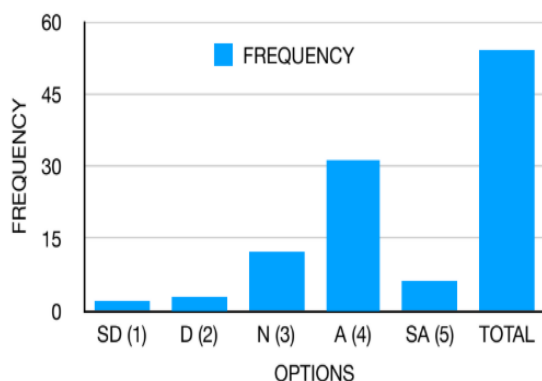
Ques: Has the use of digital marketing tools reduced communication gaps among departments, faculties and students?

Table 11: Need of DMT for reducing Communication Gaps in Higher Education

	FREQUENCY	PERCENTAGE
SD (1)	2	3.71%
D (2)	3	5.56%
N (3)	12	22.22%
A (4)	31	57.4%
SA (5)	6	11.21%
TOTAL	54	100%

Source: Author's Compilation

Chart 11: Graphical Representation of Need of DMT for reducing Communication Gaps in Higher Education

Source: Author's Compilation

Interpretation of the Data: The data representation in Table 11 and Chart 11 represents the relevance of DMT for the purpose of reducing communication gaps among departments, faculties and students in context of Higher Educational institutions in Bihar. The data indicates 68.61% as overall positive response (together 57.4% as Agree and 11.21% as Strongly Agree), with maximum of the faculty members agreeing

with the idea that DMT reduces the communication gas among departments, faculties and students. Though, 22.22% of the respondents remaining neutral and only a small percentage pf the respondents disagreeing with the statement indicating room for improvement in the understanding, engagement or implementation which is related to the concept that is being examined in this study.

Fig 3: Challenges and Suggestions in the use of Digital Marketing Tools

16. What challenges have you faced in using digital marketing tools? (Tick all that apply)
54 responses

Source: Primary data from questionnaire

Interpretation of the Data: The data representation in Fig. 3 shows that colleges struggle most with digital marketing due to weak IT systems (44.4%) and the simple lack of time (42.6%). They also cite insufficient training and little backing from leadership, each at 35.2 %. Pushback from co-workers is noted by just 13 percent, while worries about keeping students engaged or preserving the academic mission barely register at 1.9%. Taken together, these numbers suggest that hardware, funding and staff support matter far more than philosophical objections.
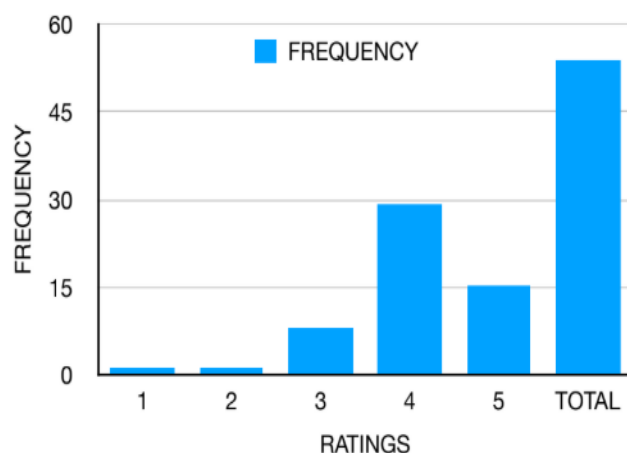
Overall Perception

Ques: On a scale of 1-5, how important are digital tools in improving employee experience in higher education?

Table 12: Relevance of DMT in improving employees experience in Higher Education

	FREQUENCY	PERCENTAGE
1	1	1.9%
2	1	1.9%
3	8	14.8%
4	29	53.6%
5	15	27.8%
TOTAL	54	100%

Source: Author's Compilation

Chart 12: Graphical Representation of Relevance of DMT in improving employees experience in Higher Education

Source: Author's Compilation

Interpretation of the Data: From the data representation in Table 12 and Chart 12, data indicates a strong positive response with 81% and above respondents expressing their agreement or satisfaction with the relevance of digital tools in improvement of employee experiences in higher education in Bihar. The views as Neutral response were minimum showing 14.8% and negative responses barely negligible at 3.8% of responses. Overall, there is approval and positive perception of faculty members towards the importance of use of digital marketing tools

in higher educational institutions with special reference to Bihar.

Findings and Discussions

On the basis of the previous section i.e., Data Analysis and Interpretation of this study, the researcher highlights the findings from the data analysis in the light of the laid down objectives of the study.

- The demographical analysis of respondents represents the results that maximum number of respondents in the study are young population representing the age group of 21-40 years of age as detailed in Table 1 and represented in Chart 1, with maximum number of male faculties as shown in Chart 2 and simultaneously detailed in Table 2 and the highest number of respondents include the respondents from the private higher educational institute in Bihar.

- **Awareness and Usage of Digital Marketing Ecosystem on Employee Experience**: Maximum number of faculty members are quite aware of the use of digital marketing tools in higher education in Bihar. It is found out on the basis of analysis as shown in Fig. 2, that there is high level of adoption of social media i.e., representation of 77.8% respondents using social media marketing tools and Vide platforms as well i.e., 42.6% using video platform such as Youtube. There is a moderate use of e-learning tools and limited use of specialised tools such as AI, Telegram, WhatsApp and LMS platforms. There is frequent engagement with the digital tools as the half of the respondents use digital tools on daily basis showing regular and active participation in the academic activities using digital mode. This finding on the basis of descriptive analysis of data answers the first research question of the study i.e.,

Which Digital Marketing Tools are most effective in enhancing employee engagement and collaboration?.

● **Role of Digital Marketing Ecosystem on Employee Experience:** It is found that there's positive perception towards the relevance and usefulness of digital tools in the higher educational institutions for the creation of connected workforce with few data indicating cautious optimism and a need for further reinforcement or evidence. As detailed in Table 5 and represented in Graph 5, it indicates that there is frequent daily use of digital marketing tools that demonstrates active engagement facilitating collaboration, continuous communication and integration of academic activities in the Digital Environment. There is willingness among the faculty members towards the adoption or usage of digital tools in academic processes which is directly linked to the second research question of the study i.e., How do these tools contribute to the creation of a cohesive and connected workforce.

● **Challenges faced by the employees with the use of Digital Marketing Tools:** As detailed in Table 12 and presented in the Graph of Chart 12, though the overall perception is highly positive that is supported by the ratings of high satisfaction levels i.e., 4 out of 5 and 5 out of 5, the study also found that there are several challenges that hinders the effective use of Digital Marketing tools in higher educational institutions in Bihar with the poor internet and infrastructure facilities along with time constraints as the key barriers as shown in Fig. 3. Moreover, a small proportion of Neutral and Negative Responses highlights the need for more institutional support. It is suggested by the faculty members in the open ended question to offer training workshops and institutional support for the effective use of digital marketing tools for creation of connected workforce. The finding can be quoted as the answer of the third research question of the study i.e., What are the posed potential challenges and best practices in the implementation of these tools?.

● **Overall Perception towards Digital Marketing Tools in higher education:** on the basis of the examination of primary data, it has been found out that overall satisfaction levels are quite high as the respondents rated their satisfaction level as 4 and 5 out of 5 showing the general satisfaction in Chart 12. The cumulative findings is the indication that the faculty members in the Bihar's higher education institutions are broadly satisfied in context of digital marketing tools and do perceive them as relevant to their work experience.

Suggestions

The several suggestions in the light of the findings of the research can be established which will be beneficial for the effective adoption of digital marketing ecosystem in the higher educational institutions in Bihar for the creation of more connected workforce. The suggestions are as follows:

1. There is need for improvement of digital infrastructure where institutions should invest for strengthening the internet connectivity.

2. There should be proper provision of time management support to the faculty members by reduction of administrative workload or offer structured time for the purpose of digital engagement.

3. The institutions should conduct regular training and capacity building sessions or workshops to enhance digital skills.

4. Establishment of dedicated digital support teams or units for assisting the faculty and foster the efficient adoption of digital tools of digital marketing ecosystem.

5. Promotion of use of e-learning platforms such as Moodle, Coursera and other digital learning tools.

6. Encouragement of peer sharing and collaboration through peer mentoring and best practices for reduction of internal resistance and shaping the collective motivation.

7. Alignment of digital tools with the curriculum and course outcomes for ensuring the meaningful and sustain use by the faculty of higher education.

8. There is a need to foster a positive digital culture by promoting success stories, recognising digitally innovative faculty and creation of a supportive environment for shaping trust and enthusiasm for the digital transformation in the academic field.

CONCLUSION

Therefore, it can be concluded from this entire study that digital marketing ecosystems have got significant capability for enhancing employee experience in the domain of higher education institutions of Bihar by encouragement of connectivity, engagement and innovation among faculty members. With the dominance of young and digital receptive workforce, there is a strong foundation for the integration of tools such as social media, video platforms and online learning systems into the institutional practices of higher education in Bihar.

The study also highlights several challenges of digital marketing ecosystem such as poor digital infrastructure, lack of proper training and limited institutional support hinders its effective implementation. Despite several challenges and barriers there is positive perception towards the adoption of digital tools which reflects a promising environment for required transformation. For the optimum realisation of the relevance of a connected campus workforce, the higher education institutions in Bihar must address the systematic gaps, invest in the capacity building and foster a supportive digital culture. To drive the broader institutional growth in the age of digitisation, application of strategic interventions in these areas can be much of use.

Limitations Of The Study

There are several limitations of the study which provides the foundation for the further study in this field. There is geographical restrictions in this study as it is only limited to the faculty members in higher educational institutions situated in Bihar and excludes the administrative and non-teaching staffs. The findings are based on the self reported data employing only the descriptive mode of analysis and excluding the inferential analysis.

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