

THE ROLE OF WORKFORCE ANALYTICS IN SHAPING EMPLOYEE EXPERIENCE: A STUDY ON DIGITAL HR PRACTICE IN BENGALURU IT SECTOR

¹Pushpa S, ²Dr. D. Vijayasree

¹Research Scholar, School of Commerce, Presidency University, Itgalpur Rajanakunte, Yelahanka, Bengaluru, Karnataka,

²Assistant Professor, School of Commerce and Economics, Presidency University, Itgalpur Rajanakunte, Yelahanka, Bengaluru, Karnataka

ABSTRACT

An innovative method of human resource management that utilises technology to collect and analyse employee data, enabling organisations to make data-informed decisions about talent acquisition, development, and retention, thereby enhancing workforce performance and aligning HR strategies with overarching business objectives. Digital HR solutions aggregate extensive employee data from many sources like as performance evaluations, engagement surveys, attendance logs, learning management systems, and recruitment platforms, thereby constructing a holistic perspective of the workforce. Workforce analytics is becoming increasingly essential in the digital revolution of human resource management. Comprehending employee experience and engagement metrics is essential for retention. Identifying engagement deficiencies and turnover risks at an early stage facilitates proactive actions. Anonymous pulse surveys offer consistent input on satisfaction levels for leadership, growth prospects, technological resources, workplace culture, and additional factors. The present study conducted with objective of determining significant role of workforce analytics in shaping employee experience. Non probability sampling method has been used to collect data from employees working in HR department of IT companies establish in and around Bangalore city. Around 254 sample were finalised for the study after scrutinising from 280 sample received due to its extreme values. Major statistical tools like factor analysis, confirmatory factor analysis, Multiple linear regression, SEM and ANOVA were applied to examine the relationship and difference among the variables. the results of the test shown BPAF have a significant and positive impact on Digital HR Practice, TTDF have a significant and positive impact on Digital HR Practice, WEPF have a significant and positive impact on Digital HR Practice, Designation of employees have significant and positive influence on Digital HR Practices, with every enhancement in designation of employees leads to growth in Digital HR practice. Work experience of employee have significant and positive influence on Digital HR Practice , with every one year of experience among employees of IT companies shows growth in Digital HR practices.

Key Words: Data, Workforce, Digital, Performance, Engagement, Analytics and Experience

INTRODUCTION

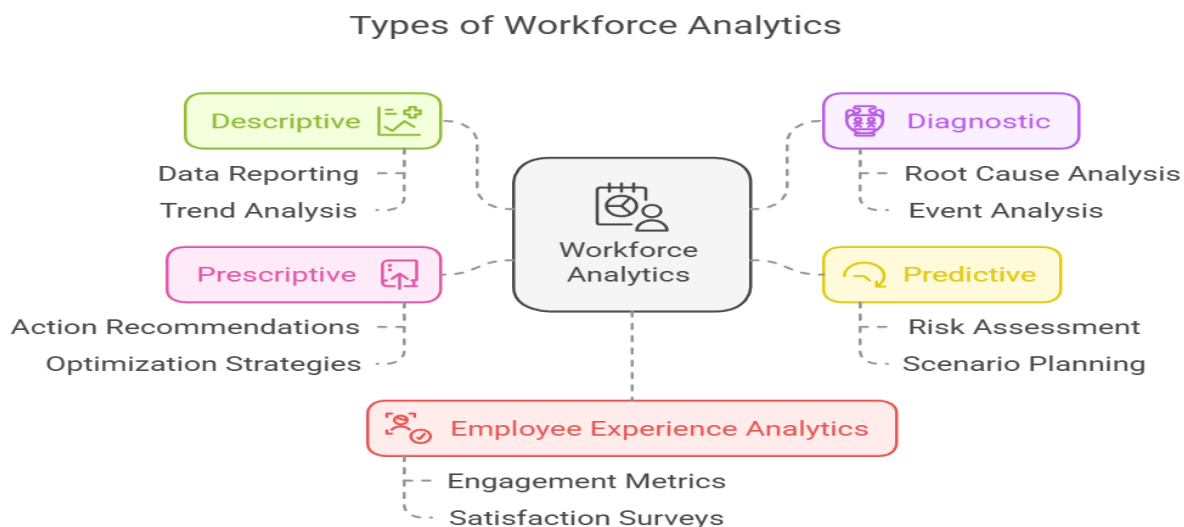
Workforce analytics comprises sophisticated data analysis tools and indicators for thorough evaluation and enhancement of workforce performance. It examines recruitment, staffing, training and development, people management, and compensation and benefits, along with typical metrics such time to fill, cost per hire, accession rate, retention rate, add rate, replacement rate, time to start, and offer acceptance rate. It employs data-driven insights to improve staff efficiency, effectiveness, and strategy alignment. This enables organisations to attain their objectives by placing the appropriate individuals in

suitable positions at optimal times and proactively mitigating workforce-related issues.

WORKFORCE ANALYTICS

Workforce analytics involves the aggregation of human resources data from several sources, encompassing employee performance measures, engagement surveys, attendance records, and demographic information. This data collection is crucial for developing a thorough comprehension of the workforce. The subsequent step involves comprehending the meaning or ramifications of this data about organisational objectives. This involves examining trends, identifying patterns, and linking personnel indicators with company results. Through the analysis of this data, HR can acquire insights regarding employee productivity, retention, and skill deficiencies. As an HR expert, you could use this data to enhance the decision-making process. By incorporating data-driven insights into HR strategy and operational plans, HR teams can make educated decisions regarding personnel acquisition, development, and deployment. This enhanced decision-making process fosters a more flexible and responsive workforce, hence improving business performance.

Types of workforce analytics



- a. **Descriptive workforce analytics:** Descriptive workforce analytics involves examining historical and contemporary worker statistics to comprehend the current condition of the workforce.
- b. **Diagnostic workforce analytics:** Diagnostic workforce analytics goes a step further by analysing the factors underlying the trends identified by descriptive workforce analytics.
- c. **Predictive workforce analytics:** Predictive workforce analytics utilises historical data to predict future workforce trends and potential challenges. It seeks to forecast results and assist organisations in preparing for prospective circumstances.
- d. **Prescriptive workforce analytics:** Prescriptive workforce analytics enhances predictive workforce analytics by suggesting targeted actions to get desired results. It employs sophisticated algorithms to propose effective solutions for workforce difficulties.
- e. **Employee Experience Analytics:** employee analytics furnish organisations with an instantaneous overview of the employee experience. Businesses can subsequently utilise that data to

implement enhancements as necessary. Employee, People, and Workplace Analytics Employee analytics are frequently used synonymously with workplace and people analytics.

WORKFORCE ANALYTICS METRICS TO TRACK



1. **Employee turnover rate:** Assessing the employee turnover rate within a certain timeframe (usually a month, quarter, or year) enables HR to comprehend workforce stability and evaluate the efficacy of its retention tactics. Elevated employee turnover rates may signify concerns related to job satisfaction, remuneration, or workplace environment, necessitating a reassessment of HR strategies to enhance employee experience and retention.
2. **Average tenure:** Determining the average tenure of employees within your organisation offers valuable insights on employee loyalty and the effectiveness of HR's retention strategies. A brief average employee tenure may indicate issues with onboarding, cultural alignment, or career advancement prospects.
3. **Absenteeism rate:** Monitoring the incidence of unanticipated employee absences, whether attributable to sickness, stress, or other personal factors, can facilitate the implementation of measures aimed at enhancing workplace wellness and support. Elevated absence rates may signify, for example, diminished employee engagement or health concerns inside the workplace.
4. **Time to hire:** The duration from the announcement of a new vacancy to a candidate's acceptance of the job offer provides HR with insights into the efficacy of the recruitment process. Extended hiring durations can adversely affect the candidate experience and result in talent attrition,

hence requiring an evaluation and enhancement of the recruitment and hiring procedures.

5. **Cost per hire:** Determining the cost per hire, which encompasses the typical expenditure associated with recruiting a new employee (including advertising, recruitment fees, and onboarding

costs), enables HR to pinpoint potential cost-saving measures and enhance recruitment budgets.

6. **Employee engagement rating:** Assessing employee engagement and satisfaction via surveys and feedback provides HR with insight into employee contentment. Engaged personnel tend to exhibit higher productivity and a reduced propensity to depart from the organisation. Conversely, poor engagement levels should compel HR to undertake activities aimed at enhancing workplace culture, communication, and employee appreciation.

7. **Revenue per employee:** Evaluating the average income produced per employee offers insight into total worker productivity and efficiency. Suboptimal income per employee may signify inefficiencies or a necessity for enhanced training and development initiatives to augment employee effectiveness.

8. **Early turnover rate:** Assessing the proportion of employees that depart within their inaugural year of employment can reveal deficiencies in the recruitment process, onboarding, or initial employee experience. A significant early turnover rate, referred to as new hire turnover, necessitates an evaluation of recruitment strategies and onboarding procedures to guarantee that new employees are effectively integrated and supported.

9. **Employee net promoter score (eNPS):** Evaluating eNPS using employee surveys reflects employee loyalty and their propensity to endorse the organisation as a favourable workplace. An inadequate eNPS score may indicate employee discontent and possible attrition, necessitating HR to examine and rectify the fundamental problems.

10. **Training effectiveness:** Assessing the influence of training programs on employee performance and growth enables HR to evaluate and enhance its employee experience strategies. This encompasses pre- and post-training evaluations and comments. Effective training may significantly improve employee skills and productivity, while HR can modify or substitute unsuccessful programs to better align with employee and organisational requirements.

EMPLOYEE EXPERIENCE

Employee experience encompasses employees' perceptions of all aspects encountered during their employment journey. Their material and social exchanges from the moment they apply for a job until long after departing from the company influence their view of the organisation. The employee experience parallels the customer experience within human resources. The customer experience adopts a "outside-in" methodology, positioning the customer at the core of product and marketing decisions. Successfully marketing products and services necessitates understanding client needs and prioritising their desires.

The concept of employee experience is analogous. Employees constitute the organization's internal clientele; therefore, it must comprehend their requirements, aspirations, and apprehensions. Comprehending how circumstances are perceived by employees aids in identifying issues and devising remedies. The objective is to provide an experience that reflects concern for employees in relation to their work environment. This employee-focused strategy aligns more effectively with the contemporary workplace, facilitating the empowerment and engagement of personnel.

KEY COMPONENTS OF EMPLOYEE EXPERIENCE

- a. **Physical experience:** The physical experience pertains to the sensory aspects of the work environment. For instance, the efficiency of navigating the building's floor layout, the comfort and functionality of chairs and desks, the noise levels of the workplace environment, and the presence of windows that provide natural light or areas designated for dining and relaxation during breaks. The physical environment directly influences employees' perceptions of their work, as well as their capacity to concentrate and perform their responsibilities. They can serve as either a positive or negative reflection of the organisation and its principles based on their impact on the entire work experience.
- b. **Digital experience:** Technology is a fundamental component of the workplace. Employees utilise digital tools to search for employment, perform their duties, communicate with peers, and engage with HR and other services. The extent to which digital tools fulfil expectations and facilitate work directly influences employee satisfaction. Technology ought to automate trivial jobs and streamline more complex operations and procedures. Job hopefuls value the elimination of the need to manually upload each function of their CV to the company's ATS. They may be more motivated to apply if they can submit their existing LinkedIn profile with a single click.
- c. **Cultural experience:** The cultural experience embodies the essence of an organisation. It encompasses the values, symbols, and observable behaviours manifested in daily routines. In other terms, it is the intangible factors that affect the atmosphere of the workplace. Culture involves establishing an environment conducive to employee engagement and personal growth. In the absence of an appropriate culture, the digital and physical experiences may prove insufficient to cultivate a favourable overall employee experience (EX). A corporate culture that fosters creativity, cooperation, and empowerment nurtures people who embrace risk-taking, engage in innovation, generate novel ideas, and collaborate to execute them. This culture also positions people to adopt new systems and activities effectively.

DIGITAL HR PRACTICE

Digital HR refers to the incorporation of digital technologies into Human Resources activities to enhance their efficiency, effectiveness, and connectivity. The strategic integration of the HR department with technology results in optimised operations, superior decision-making, an enriched employee experience, and a more flexible and responsive organisation. The digital transformation of human resources services and procedures by the implementation of social, mobile, analytics, and cloud (SMAC) technology. Digital HR signifies a fundamental transformation in the methodology and implementation of HR technology, occurring along a continuum as organisations evolve. Digital HR revolutionises the HR function from a paper-based, reactive, and labour-intensive model to a digital-first, mobile, and optimised approach, enhancing both employee experience and organisational efficacy. The objectives encompass enhancing staff engagement and retention, as well as significantly improving organisational success through continuous agile transformation. Many organisations are just starting to contemplate digital HR and develop a plan, whereas leading corporations are adopting this innovative approach to HR activities, processes, and services. Similar to the overall digital transformation of enterprises, digital HR is regarded by industry observers as an essential component of this change.

Digital HR employs data and analytics to assess progress across the employee lifecycle, encompassing recruitment, learning and development, retention, and offboarding, with the aim of swiftly adjusting strategies that prove ineffective. It employs lightweight technology to facilitate agile transformation, including methods such as pulse surveys and employee Net Promoter Scores. Digital HR leverages social

media for recruitment and, when applicable, incorporates it into learning initiatives. Digital HR adopts the consumerization of human resources, transforming HR self-service into a genuinely user-centric experience for employees. Digital HR encompasses more than merely the technology transformation of human resources. A primary objective of digital HR is to adopt a strategic, proactive methodology that connects all HR operations and objectives with business goals, collaborating with stakeholders to ascertain the most effective strategy.

By simplifying repetitive and labour-intensive operations, digital HR empowers HR departments to function more strategically, concentrating on higher-value endeavours. Digital HR tools enable managers to anticipate possible difficulties and formulate proactive solutions. Automated methods diminish the probability of errors in activities such as report composition and financial administration. Digital HR facilitates the collection and analysis of data, enabling HR to make educated decisions and propel corporate initiatives through real-time insights. Digital HR systems ensure compliance with always increasing legislation and decrease the danger of legal complications. Enhanced security protocols in digital HR systems can protect sensitive employee information, fostering confidence and ensuring compliance. Digital HR streamlines and automates repetitive operations, enabling HR professionals to focus on strategic projects that influence profitability. Simultaneously, automation and digital tools markedly decrease expenses linked to manual operations and documentation, enhancing total budget efficiency. Digital HR equips employees with self-service technologies, facilitating expedited response times and enhanced transparency. This improves the entire employee experience. Platforms that replicate social media enhance collaboration and communication among employees, rendering daily jobs more engaging and less isolated. Analysis-driven onboarding programs customise the induction process to address individual requirements, enhancing its effectiveness and user-friendliness.

WORKFORCE ANALYTICS

Workforce analytics adversely impact job satisfaction. Nonetheless, work volition may mitigate the adverse correlation between workforce analytics and job satisfaction. A notable yet adverse correlation between work volition and job satisfaction (Asadullah, M.A., Malik, A., Haq, M.Z.U. and Khalifa, A.H., 2024), Training evaluation methods (TEPs) to assess the return on billions of dollars invested in staff training and development initiatives. The companies must update the collection of TEPs for data-driven labour management decisions. This study seeks to investigate a mediation mechanism that elucidates how the design thinking (DT) attitude of human resource (HR) professionals enhances the array of talent engagement practices (TEPs) through predictive workforce analytics (PWAs). DT is not directly associated with firms' TEPs. The statistical findings corroborated the mediating function of enterprises' utilisation of PWAs in the relationship between DT and TEP (Zafar, N., et al., 2023).

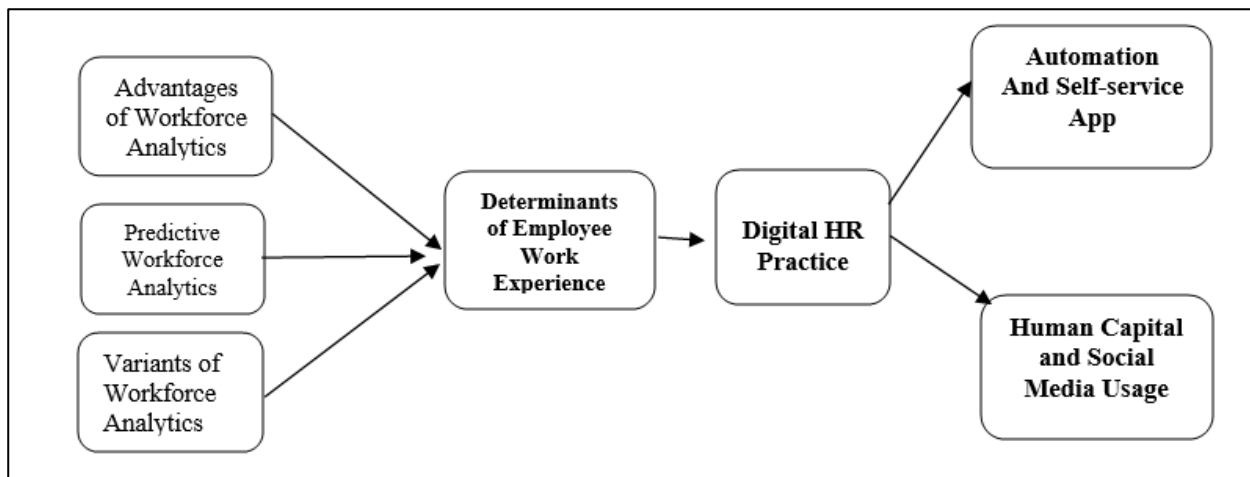
The media has reported favourable results of HR analytics, however use has declined. As the popularity of HR analytics declines, the media seems to be redefining HR analytics to address emerging issues, such as talent management. The impact of this transition yet to be ascertained (Marler, J.H., Cronemberger, F. and Tao, C., 2017). HR analytics has the capacity to manage attrition and boost organisational performance effectively. The examination of SCM-TBFO involves a multifaceted approach, integrating multiple views and examining its intricate dimensions in relation to alternative methodologies. HR analytics and attrition triggers are data mining decision algorithms that predict organisational performance and employee happiness. The obstacles encompass leadership styles, cultural adaptability, insufficient analytical skills, data security, and organisational direction. The facilitators were classified into categories pertaining to data and technology, human resource policy, and organisational growth and performance (Kiran, P.R., et al., 2024). Examine the current literature on human resource analytics and identify potential research directions and trends within this domain. It involves assessing regional

distribution, identifying prominent authors, publications, journals, and keyword occurrences when analysing contemporary literature Arora, M., Prakash, A., Dixit, S., Mittal, A. and Singh, S., 2023).

Human Resource Management employees reported that their respective organisations have used digital advancements. Among the implemented digital innovations, chatbots, dashboards, application software systems, a virtual HRM assistant, and digital tools were identified. Digital advancements were previously adopted by contemporary commercial organisations before to the pandemic, however in Poland, such improvements were predominantly applied during and after to the epidemic period. It is important to highlight the disparities between the two countries concerning technological advancement (Ulatowska, R., Wainio, E. and Pierzchała, M., 2023). A favourable correlation was identified between AI deployment and employee sustained performance, underscoring AI's capacity to improve productivity and job satisfaction. The correlation between AI deployment and organisational digital culture was not substantiated. Conversely, HRM procedures had a beneficial impact on employee sustainable performance. Furthermore, organisational digital culture shown a favourable correlation with employee sustained performance, highlighting the significance of digital fluency in enhancing workforce productivity (Chin, Y.S., Mohamad, A.A. and Lo, M.C., 2024),

CONCEPTUAL MODEL

In line with the preceding hypotheses, a conceptual model was constructed and shown in below fig.



METHODOLOGY

STUDY DESIGN AND APPROACH

The study used cross sectional design by quantitative method to examine the response from the IT employees of Bangalore who are observed to check the workforce analytics in shaping employee experience in the era of digital HR practice. This study also examine the determinants of employee experience and digital HR practice which help in determine automation of self service app and human capital and social media usage. Thus for the data were collected from 254 employee working in IT sector of Bangalore city. As the Bangalore city is well known for specialised IT zones and established both international and national IT companies. Prominently the data were collected from employee working in HR department using convenient sampling method.

SAMPLE SIZE AND DATA COLLECTION

The collected data using both online survey method and personal scheduled interview involves distribution of research questionnaire from employees working in IT sector in Bangalore city. This method helps in in-depth understanding of the IT employees working in HR department in Bangalore city on digital HR practice significantly influenced by Advantages of Workforce Analytics, Predictive Workforce Analytics and Determinants of Employee Work Experience. To observe the sample size for the study Krejcie and Morgan (1970) sampling method has been used. The identified sample of 254 is more convenient for the study. Convenience sampling method has been implemented to collect the data from employees working in IT companies in Bangalore city. To ensure the reliability of the data, all the 254 response were observed. The questionnaire used for the study consist of five section, the first section consist Advantages of Workforce Analytics (AWFA) consisting of 11 variables measured with 5 point likeart scale of strongly agree to strongly disagree, the second section consist of Predictive Workforce Analytics (PWFA) consist of 14 variables measured with 5 point likeart scale of strongly agree to strongly disagree, the third section consist of Variants of Workforce Analytics (VWFA) consist of 5 variables measured with 5 point scale, the fourth section consist of Determinants of Employee Work Experience (DEWE) consist of 20 variables measured with 5 point scale and section five consist of Digital HR Practice (DHRP) consist of 13 variables measured with 5 point scale. The demographic profile of employees of IT company are measure using nominal scale.

DATA ANALYSIS AND INTERPRETATION

Table

Factorisation of Advantages of Workforce Analytics (AWFA)

Advantages of Workforce Analytics (AWFA) Variables	Factor Loading	Mean value	Standard Deviation	MSA	Communalities	Eigen Value	Variance Explained
Understanding future workforce needs	0.763	4.00	0.96	0.896	0.622	4.059	36.899%
Enhance HR decision Making	0.757	4.09	1.03	0.931	0.617		
Improve productivity	0.732	3.93	0.93	0.931	0.647		
Cost effective business practice	0.730	4.07	0.93	0.913	0.599		
Alignment between HR and Organisational goal	0.701	4.00	0.98	0.921	0.683	3.173	
Reduce cost	0.699	4.04	0.93	0.927	0.631		
Recruiting talent	0.581	3.90	0.99	0.963	0.564		
Improve organisation agility	0.850	3.78	1.07	0.903	0.741		
Enhance employee experience	0.761	3.84	1.04	0.889	0.676		
Managing complains and risk	0.732	3.97	0.94	0.926	0.728		
Enhance data security	0.718	3.99	0.89	0.931	0.722		

KMO value: 0.922, Chi-square: 1627.533, df: 55, P<0.000

Table 1 explicates factorisation of eleven Advantages of Workforce Analytics (AWFA) variables, the 11

AWFA variables, are extracted into two major latent underlying factors which explaining total variance of 65.740% of variance in AWFA. The value of mean and standard deviation describe the normality of the data used for factorisation of 11 AWFA variables. The mean values are strong measure as standard deviation values are one third of their mean values. The highest mean value is observed for advantage of workforce analytics is “Enhance HR decision Making” while the least mean value is observed is “Improve organisation agiling”. The KMO value of 0.922 with Chi-square value of 1627.533 and P value of 0.000 shows factor analysis can be applied to 11 AWFA variables in order to extract underlying independent factors. The MSA values are lies between 0.889 to 0.963 and the values are lies between 0.564 to 0.741 indicating that factor analysis can be applied to 11 AWFA variables. The first underlying factor is factor 1 which explaining 36.899% of variance in AWFA variables and it consist of seven variables namely Understanding future workforce needs, Enhance HR decision Making, Improve productivity, Cost effective business practice, Alignment between HR and Organisational goal, Reduce cost and Recruiting talent in the order of their relative importance among the variables it has been labelled as Imminent Needs and Decision Making Factor (INDMF). The second dominant factor 2 which explaining variance of 28.843% with eigen value of 3.173 and it consist of four items namely Improve organisation agility, Enhance employee experience, Managing complains and risk and Enhance data security based on the relative correlation and position of variables it has been labelled as Nimbleness and Employee Experience Factor (NEEF).

CFA MODEL FOR ADVANTAGES OF WORKFORCE ANALYTICS (AWFA) Advantages of Workforce analytics has been validated through development of Confirmatory Factor Analysis and measurement model which consist of two constructs namely Imminent Needs and Decision Making Factor (INDMF) and Nimbleness and Employee Experience Factor (NEEF) with their factor loading values of 11 variables. the developed CFA model helps in observing the relationship between both the latent variables and measured variables.

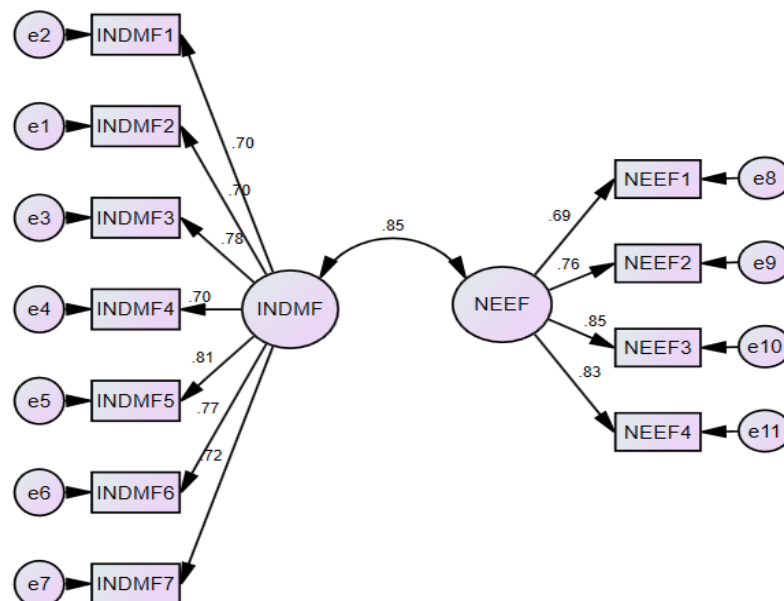


Fig. 1. CFA model for Advantages of Workforce analytics

The construction of CFA model functional value consist of two sub factors Imminent Needs and Decision Making Factor (INDMF) and Nimbleness and Employee Experience Factor (NEEF). Seven

items have been identified in INDMF and four items were observed in NEEF. Observing at each constructs values independently at the CFA model of Advantages of Workforce analytics, constructed using Standardised Co-efficient and squared multiple correlation. INDMF5 explaining an indispensable role (0.810) in determining the Imminent Needs and Decision Making Factor and NEEF3 plays indispensable role (0.850) in determining the Nimbleness and Employee Experience Factor.

The measurement model is closely fitted in all dimension, explaining the indices of CFA. The value of CMIN/DF is 3.005 is below the required threshold limit of 5, which indicates that the developed model is strongly fit and both constructs are validated using CFA. The value of CFI, AGFI, and GFI indices are more than and closer to 1 indicating the model is strongly fit in all dimensions and explaining good amount of variance. The model developed on Advantages of Workforce analytics is significantly good fitted in all dimensions. The RMSEA value of 0.068 which is below the threshold value of 0.080.

Table 2: Factorisation of Predictive Workforce Analytics (PWFA)

Predictive Workforce Analytics (PWFA) Variables	Factor Loading	Mean value	Standard Deviation	MSA	Communalities	Eigen Value	Variance Explained
Reducing turnover	0.831	4.000	1.030	0.898	0.780	4.842	34.585%
Talent development	0.812	3.910	0.930	0.918	0.763		
Employer branding	0.796	4.010	0.940	0.919	0.767		
Development of Talent Pipeline	0.770	3.830	0.910	0.966	0.732		
Forecasting employee outcome	0.654	3.890	0.930	0.956	0.681		
Solving specific business issues	0.577	4.060	0.930	0.927	0.603		
Employee engagement	0.548	3.650	1.190	0.924	0.496		
Talent acquisition	0.874	3.840	1.000	0.898	0.813	4.690	33.502%
Managing employee risk	0.804	3.940	0.950	0.949	0.764		
Productivity and performance	0.711	3.900	0.970	0.955	0.691		
Compensation and Benefits	0.697	3.840	0.920	0.892	0.718		
Culture and diversity	0.669	3.980	0.960	0.895	0.606		
Workforce planning	0.575	4.020	0.950	0.933	0.589		
Employee retention	0.571	4.130	0.960	0.924	0.529		

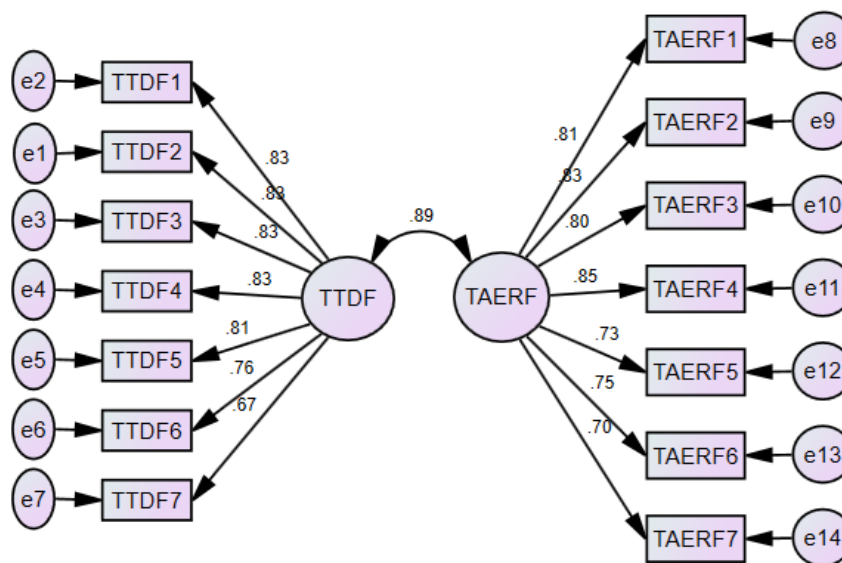
KMO value: 0.925, Chi-square: 2839.659, df: 91, P<0.000

Table 2 reveals factorisation of fourteen Predictive Workforce Analytics (PWFA) variables, the 14 PWFA variables, are extracted into two latent underlying factors which explaining total variance of 68.090% of variance in PWFA. The value of mean and standard deviation describe the normality of the data used for factorisation of 14 PWFA variables. The mean values are robust measure as standard deviation values are one third of their mean values. The highest mean value is observed for predictive workforce analytics is “Employee retention” and the least mean value is observed is “Employee engagement”. The KMO value of 0.925 with Chi-square value of 2839.659 and P value of 0.000 shows factor analysis can be applied to 14 PWFA variables in order to extract underlying independent factors. The MSA value are lies between 0.892 to 0.966 and the value of communalities are lies between 0.496 to 0.813 indicating factor analysis can be applied to 14 PWFA variables. The first underlying factor is

Factor 1 which explaining 34.585% of variance in PWFA variables and it consist of seven variables Reducing turnover, Talent development, Employer branding, Development of Talent Pipeline, Forecasting employee outcome, Solving specific business issues and Employee engagement in the order of their relative correlation and position of variables it has been labelled as Turnover and Talent Development Factor (TTDF). The second underlying factor is Factor 2 which explaining 33.502% of variance in PWFA variables with eigen value of 4.690 and it consist of seven variables namely Talent acquisition, Managing employee risk, Productivity and performance, Compensation and Benefits, Culture and diversity, Workforce planning and Employee retention based on the relative correlation among the variables it has been termed as Talent Acquisition and Employee Risk Factor (TAERF).

CFA MODEL FOR PREDICTIVE WORKFORCE ANALYTICS (PWFA)

Predictive Workforce Analytics has been validated through development of Confirmatory Factor Analysis and measurement model which consist of two constructs namely Turnover and Talent Development Factor (TTDF) and Talent Acquisition and Employee Risk Factor (TAERF) with their factor loading values of 14 variables. the developed CFA model helps in observing the relationship between both the latent variables and measured variables.



**Fig. 2. CFA
Predictive
Analytics**

**model for
Workforce**

The construction of CFA model functional value consist of two sub factors Turnover and Talent Development Factor (TTDF) and Talent Acquisition and Employee Risk Factor (TAERF). Seven items have been identified in TTDF and seven items were observed in TAERF. Observing at each constructs values independently at the CFA model of Predictive Workforce Analytics, constructed using Standardised Co-efficient and squared multiple correlation. TTDF2 explaining an indispensable role (0.880) in determining the Turnover and Talent Development Factor and TAERF4 plays indispensable role (0.850) in determining the Talent Acquisition and Employee Risk Factor.

The measurement model is closely fitted in all dimension, explaining the indices of CFA. The

value of CMIN/DF is 2.231 is below the required threshold limit of 3, which indicates that the developed model is strongly fit and both constructs are validated using CFA. The value of CFI, AGFI, and GFI indices are more than and nearer to 1 indicating the model is strongly fit in all dimensions and explaining good amount of variance. The model developed on Predictive Workforce Analytics is significantly good fitted in all dimensions. The RMSEA value of 0.032 which is below the threshold value of 0.080.

Table 3: Factorisation of Variants of Workforce Analytics (VWFA) variables

Variants of Workforce Analytics (VWFA) Variables	Factor Loading	Mean	Standard Deviation	MSA	Communalities	Eigen Value	Variance Explained
Employee experience Analytics	0.897	4.020	0.978	0.872	0.848	2.302	46.040
Prescriptive Analytics	0.825	4.000	0.913	0.827	0.839		
Diagnostic Analytics	0.799	4.036	0.866	0.819	0.843		
Descriptive Analytics	0.829	3.840	0.975	0.905	0.768	1.743	34.865
Predictive Analytics	0.806	3.880	1.049	0.900	0.746		

KMO value: 0.856, Chi-square: 717.349, df: 10, P<0.000

Table 3 displays factorisation of five Variants of Workforce Analytics (VWFA) variables, the five VWFA variables are extracted to two underlying factors which explaining total variance of 80.905% in VWFA. The value of mean and standard deviation explaining the normality of the data used for factorisation of five VWFA variables. The mean values are robust measure as standard deviation are one third of their mean values. The highest mean value for variants of workforce analytics is observed for “Diagnostic Analytics” while the least mean is observed as “Descriptive Analytics”. The KMO value of 0.856 with Chi-square value of 717.349 and P value of 0.000 shows factor analysis can be applied to five VWFA variables. The first underlying factor is Factor 1 which explaining 46.040% of variance in VWFA with Eigen value of 2.302 and it holds three variables namely Employee experience Analytics, Prescriptive Analytics and Diagnostic Analytics based on the inter correlation among the variables it has been labelled as Work Experience and Perspective Analytics Factor (WEPAF). The second underlying factor is Factor 2 which explaining 34.8655 of variance in VWFA with Eigen value of 1.743 and it consist of two variables namely Descriptive Analytics and Predictive Analytics based on the inter correlation among the variables it has been labelled as Descriptive and Predictive Analytics Factor (DPAF).

Table 4: Factorisation of Determinants of Employee Work Experience (DEWE) Variables

Determinants of Employee Work Experience (DEWE) Variables	Factor Loading	Mean value	Standard Deviation	MSA	Communalities	Eigen Value	Variance Explained
---	----------------	------------	--------------------	-----	---------------	-------------	--------------------

Providing advantages of offboarding process	0.783	4.17	0.829	0.960	0.757		
Act on employee feedback	0.782	4.24	0.871	0.965	0.776		
Feedback on digital work experience	0.758	4.13	0.906	0.937	0.830		
Provide short and customised courses	0.750	4.20	0.874	0.941	0.747		
Prioritize employee experience in org.							
Internal communication	0.741	4.30	0.778	0.920	0.681	6.575	32.877
Providing incentives to motivate employee	0.727	4.16	0.881	0.938	0.754		
Connecting employees and leadership	0.688	4.17	0.801	0.953	0.716		
Flexibility workplace options	0.657	4.14	0.904	0.947	0.694		
Anonymous suggestion box	0.657	4.05	0.897	0.952	0.785		
Creating a supporting work culture	0.601	4.25	0.824	0.944	0.665		
Encouraging work life balance	0.810	4.12	0.863	0.933	0.785		
Ensuring new employees are welcomed informed and equipped to success	0.711	4.02	0.941	0.915	0.724		
Use employee journey mapping to measure employee experience over time	0.639	4.02	0.893	0.949	0.747	4.545	22.727
Provide opportunity for feedback and recognition	0.631	4.06	0.905	0.946	0.675		
Making commitment to social responsibility	0.543	4.09	0.876	0.912	0.650		
Creating positive work culture	0.518	3.97	0.911	0.948	0.685		
Physical and cognitive engagement of employees	0.848	3.93	1.015	0.931	0.823		
Providing growth opportunities	0.602	3.89	0.913	0.913	0.699		
Use competency framework to assess employee levels and provide constructive feedback	0.596	3.86	0.941	0.943	0.708	3.404	17.020
Mentor and buddy program	0.485	4.09	0.897	0.961	0.625		

KMO value: 0.941, Chi-square: 4771.943, df: 190, P<0.000

Table 4 displays factorisation of twenty Determinants of Employee Work Experience (DEWE) variables. The twenty DEWE variables are segregated into three underlying factors which explaining overall variance of 72.624% of variance in DEWE. The value of mean and standard deviation explaining the normality of data used for factorisation of twenty DEWE variables. The mean values are strong measure of their mean as standard deviation is one third of its mean values. The highest mean value for Determinants of Employee Work Experience is “Prioritize employee experience in org. Internal communication” and the least mean value is observed as “Use competency framework to assess employee levels and provide constructive feedback”. The KMO value of 0.941 with chi-square value of 4771.943 and P value of 0.000 indicates factor analysis can be applied to twenty DEWE variables. The first underlying factor is Factor 1 which explaining 32.877% of variance with Eigen value of 6.575 and it consist of ten variables namely Providing advantages of offboarding process, Act on employee feedback

, Feedback on digital work experience, Provide short and customised courses, Prioritize employee experience in org. Internal communication, Providing incentives to motivate employee, Connecting employees and leadership, Flexibility workplace options, Anonymous suggestion box and Creating a supporting work culture based on the correlation among the variables it has been termed as Boarding Process and Assistance Factor (BPAF). The second underlying factor 2 which explaining 22.727% of variance with Eigen value of 4.545 and it consist of six variables namely Encouraging work life balance, Ensuring new employees are welcomed informed ad equipped to success, Use employee journey mapping to measure employee experience over time , Provide opportunity for feedback and recognition, Making commitment to social responsibility and Creating positive work culture based on the correlation among the variables it has been labelled as Encouragement and Employee Pleasantries Factor (EEPF). The third underlying Factor 3 which explaining 17.020% of variance with Eigen value of 3.404 and it consist of four variables namely Physical and cognitive engagement of employees, Providing growth opportunities, Use competency framework to assess employee levels and provide constructive feedback and Mentor and buddy program based on the correlation and position it has been labelled as Employee Engagement and Opportunities Factor (EEOF).

Table 5: Factorisation of Digital HR Practice (DHRP) Variables

Digital HR Practice (DHRP) Variables	Factor Loading	Mean value	Standard Deviation	MSA	Communalities	Eigen Value	Variance Explained
Automation in motion	0.859	4.13	0.941	0.899	0.791	5.581	42.928%
Employee self service app	0.855	4.15	0.937	0.909	0.809		
Going paperless	0.830	4.02	1.048	0.930	0.765		
Recruiting through social media	0.784	4.13	0.941	0.942	0.753		
VR for training	0.739	3.39	0.723	0.953	0.617		
Application of game dynamics	0.728	4.08	0.963	0.936	0.802		
Digital platforms for connecting employees	0.634	4.11	0.834	0.923	0.677	3.873	29.790%
People analytics	0.587	4.06	0.968	0.946	0.602		
Usage of cloud human capital management	0.832	3.93	0.953	0.917	0.732		
Using social media for recruitment	0.827	3.94	0.911	0.924	0.728		
Usage of AI powered HR tools	0.694	4.01	0.988	0.938	0.668		
Digital culture	0.645	4.03	0.915	0.955	0.757		
Borderless training	0.616	4.03	0.955	0.960	0.754		

KMO value: 0.934, Chi-square: 2878.137, df: 78, P<0.000

Table 5 shows factorisation of thirteen Digital HR Practice (DHRP) variables, the thirteen DHRP variables are extracted into two dominant factors which explaining overall variance 72.720% in DHRP. The value of mean and standard deviation explaining the normality of the data used for factorisation of thirteen DHRP variables. The mean values are robust measure as standard deviation are one third of their mean values. The highest mean value for Digital HR Practice is observed for “Employee self service app” while the least mean is observed as “VR for training”. The KMO value of 0.934 with Chi-square

value of 2878.137 and P value of 0.000 shows factor analysis can be applied to thirteen DHRP variables. The first underlying factor 1 which explaining 42.930% of variance with Eigen value of 5.581 and it consist of eight variables namely Automation in motion, Employee self service app, Going paperless, Recruiting through social media, VR for training , Application of game dynamics, Digital platforms for connecting employees and People analytics based on the correlation among the variables it has been termed as Automation and Self-service Application Factor(ASAF). The second underlying factor 2 which explaining 29.790% of variance with Eigen value of 3.873 and it consist of five variables namely Usage of cloud human capital management, Using social media for recruitment, Usage of AI powered HR tools, Digital culture and Borderless training based on the correlation among the variables it has been termed as Human Capital and Social Media Usage Factor(HCSMUF).

CFA MODEL FOR DIGITAL HR PRACTICE (DHRP)

Digital HR Practice (DHRP) has been validated through development of Confirmatory Factor Analysis and measurement model which consist of two constructs namely Automation and Self-service Application Factor(ASAF) and Human Capital and Social Media Usage Factor(HCSMUF) with their factor loading value of 13 variables. The constructed CFA model supports in observing the relationship between the latent variables and measured variables.

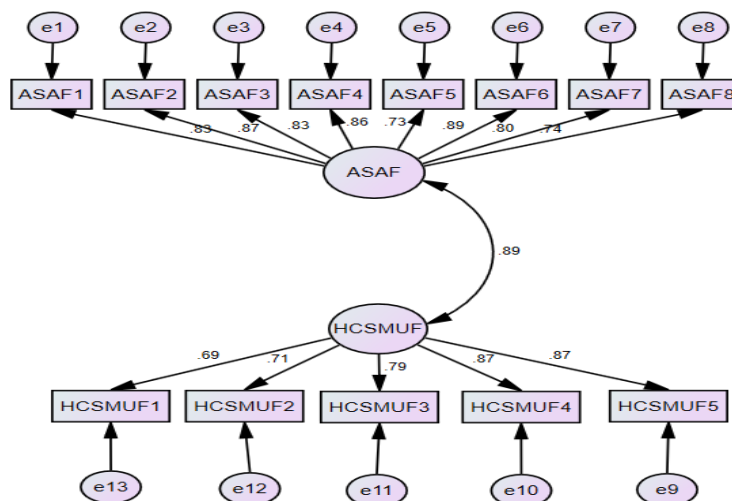


Fig. 1. CFA model for Practice (DHRP)

Digital HR

The construction of CFA model functional value consist of two sub factors Automation and Self-service Application Factor(ASAF) and Human Capital and Social Media Usage Factor(HCSMUF). Eight items have been identified in ASAF and five items were observed in HCSMUF. Observing at each construct's values individually at the CFA model of Digital HR Practice, constructed using Standardised Co-efficient and squared multiple correlation. ASAF1 explaining an indispensable role (0.890) in determining the Automation and Self-service Application Factor and HCSMUF4 and HCSMUF5 plays indispensable role (0.870) in determining the Human Capital and Social Media Usage Factor.

The measurement model is closely fitted in all dimension, explaining the indices of CFA. The value of CMIN/DF is 3.564 is below the required threshold limit of 5, which indicates that the developed model is strongly fit and both constructs are validated using CFA. The value of CFI, AGFI, and GFI indices are more than and nearer to 1 indicating the model is strongly fit in all dimensions and explaining good amount of variance. The model developed on Digital HR Practice is significantly good fitted in all dimensions. The RMSEA value of 0.057 which is below the threshold value of 0.080.

Table 6

Significant of difference among Demographic and working profiles of Employees in AWFA, PWFA, VWFA, DEWE and DHRP

Socio-economic Profile	AWFA	PWFA	VWFA	DEWE	DHRP
Age	4.274**	1.260	3.910**	5.124**	9.752**
Educational Qualification	5.793**	3.439**	7.290**	4.533**	12.640**
Department Working	0.758	2.940**	1.257	1.700	2.458
Designation	2.074	2.054	4.238**	6.396**	2.099
Years of Work Experience	4.096**	4.313**	5.552**	4.448**	3.284**

Notes: **Significant @1% level, *Significant @5% level

Table 6 shows there is significant difference among demographic profile and working profile of employees in Advantages of Workforce Analytics (AWFA), Predictive Workforce Analytics (PWFA), Variants of Workforce Analytics (VWFA), Determinants of Employee Work Experience (DEWE) and Digital HR Practice (DHRP) at both 1% and 5% level of significance. Age of the employees have significant difference in AWFA, VWFA, DEWE and DHRP at both 5% and 1% level of significance while it has no significant difference in PWFA. Educational qualification of employees have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP. Department working have significant difference in PWFA while it has no significant difference in AWFA, VWFA, DEWE and DHRP. Designation of employee shows significant difference in VWFA, DEWE while it has no significant difference in AWFA, PWFA and DHRP. Years of work experience have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP.

Table 7: Influence of Demographic Socio-economic profile, DEIE Factors on DFSE

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	P value
(Constant)	2.511	1.439		5.745	0.000**
BPAF	0.542	0.062	0.405	8.688	0.000**
TTDF	0.632	0.084	0.368	7.522	0.000**
WEPF	0.793	0.198	0.206	3.999	0.000**
Designation	0.652	0.079	0.218	3.526	0.000**
Work Experience	0.524	0.052	0.179	3.224	0.000**

R:0.817, R²: 0.740, Adjusted R²: 0.738, F=438.116(P<0.000)

Table 7 displays the linear combination of demographic profile and working profile of employees of IT companies followed by Advantages of Workforce Analytics (AWFA), Predictive Workforce Analytics (PWFA), Variants of Workforce Analytics (VWFA) and Determinants of Employee Work Experience

(DEWE) in determining Digital HR Practice (DHRP) among IT companies $\{F[4,252]= 438.116, P<0.000\}$. The Coefficient value indicating the percentage of variance explained by independent variables in Digital HR Practice which is 0.740 or 74% accounted by combination of BPAF, TTDF, WEPF, Designation and Work Experience. BPAF have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.405 indicates, partial effect of BPAF on Digital HR Practice keeping other factors as silent. 0.405 unit change in Digital HR Practice leads to one standard unit change in BPAF. TTDF have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.365 indicates, partial effect of TTDF on Digital HR Practice keeping other factors as silent. 0.365 unit change in Digital HR Practice leads to one standard unit change in TTDF. WEPF have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.206 indicates, partial effect of WEPF on Digital HR Practice keeping other factors as silent. 0.206 unit change in Digital HR Practice leads to one standard unit change in WEPF. Designation of employees have significant and positive influence on Digital HR Practices, the standardised beta values indicates with every enhancement in designation of employees leads to growth in Digital HR practice. Work experience of employee have significant and positive influence on Digital HR Practice, the standard beta value denotes with every one year of experience among employees of IT companies shows growth in Digital HR practices.

IMPACT OF PURPOSE OF ADVANTAGES OF WORKFORCE ANALYTICS (AWFA), PREDICTIVE WORKFORCE ANALYTICS (PWFA), VARIANTS OF WORKFORCE ANALYTICS (VWFA), DETERMINANTS OF EMPLOYEE WORK EXPERIENCE (DEWE) ON DIGITAL HR PRACTICE (DHRP)

Structural Equation Model has been implemented to examine the significant prediction on influence of Purpose of Advantages of Workforce Analytics (AWFA), Predictive Workforce Analytics (PWFA), Variants of Workforce Analytics (VWFA), Determinants of Employee Work Experience (DEWE) on Digital HR Practice (DHRP). SEM is observed to be the best multivariate statistical technique to isolate the large number of variables implied in construct of equations based model compare to other statistical method. The factor score has been applied to determine the convergent and discernment validity for the constructed model. The constructed model consist of standardised Co-efficient values determining after removing the error in he equation using log values and shown in below figure.

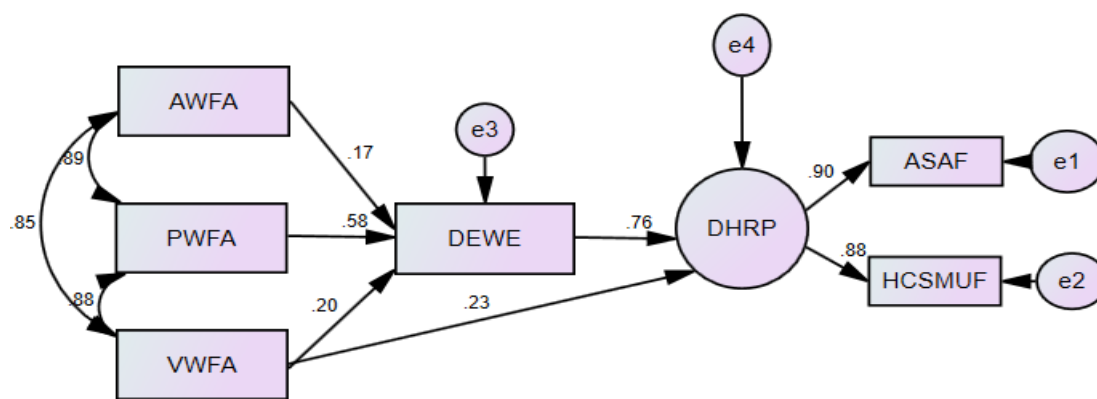


Fig. 3 Standardised SEM model for Digital HR Practice (DHRP)

H₀: There is no significant influence of Purpose of Advantages of Workforce Analytics (AWFA), Predictive Workforce Analytics (PWFA), Variants of Workforce Analytics (VWFA), Determinants of Employee Work Experience (DEWE) on Digital HR Practice (DHRP).

Table 8: Regression Weight Table for Digital HR Practice

Measured Variables		Latent Variables	Std. Co-efficient	C.R.	P-value
DEWE	<---	AWFA	0.173	2.957	0.000**
DEWE	<---	PWFA	0.582	9.187	0.000**
DEWE	<---	VWFA	0.197	3.634	0.000**
DHRP	<---	DEWE	0.759	13.576	0.000**
DHRP	<---	VWFA	0.229	4.244	0.000**
ASAF	<---	DHRP	0.904	12.588	0.000**
HCSMUF	<---	DHRP	0.885	21.646	0.000**

Notes: **Significant at 1% level

H₁: There is no significant influence of Advantages of Workforce Analytics (AWFA), Predictive Workforce Analytics (PWFA) and Variants of Workforce Analytics (VWFA) on Determinants of Employee Work Experience (DEWE).

The beta coefficient value of 0.173 indicating significant influence of Advantages of Workforce Analytics (AWFA) on Determinants of Employee Work Experience (DEWE), which indicates partial effect over Determinants of Employee Work Experience holding other independent variables as constant. The Determinants of Employee Work Experience would have enhance by 0.173 unit for every one standard unit change in Advantages of Workforce Analytics. Similarly, The beta coefficient value of 0.582 indicating significant influence of Predictive Workforce Analytics (PWFA) on Determinants of Employee Work Experience (DEWE), which indicates partial effect over Determinants of Employee Work Experience holding other independent variables as constant. The Determinants of Employee Work Experience would have enhance by 0.582 unit for every one standard unit change in Predictive Workforce Analytics (PWFA). The beta coefficient value of 0.197 indicating significant influence of Variants of Workforce Analytics (VWFA) on Determinants of Employee Work Experience (DEWE), which indicates partial effect over Determinants of Employee Work Experience holding other independent variables as constant. The Determinants of Employee Work Experience would have enhance by 0.197 unit for every one standard unit change in Variants of Workforce Analytics (VWFA).

H₂: There is no significant influence of Determinants of Employee Work Experience (DEWE), Variants of Workforce Analytics (VWFA) on Digital HR Practice (DHRP).

The beta coefficient value of 0.759 indicating significant influence of Determinants of Employee Work Experience (DEWE) on Digital HR Practice (DHRP), which indicates partial effect over Digital HR

Practice holding other independent variables as constant. The Digital HR Practice would have enhance by 0.759 unit for every one standard unit change in Determinants of Employee Work Experience. The beta coefficient value of 0.229 indicating significant influence of Variants of Workforce Analytics (VWFA) on Digital HR Practice (DHRP), which indicates partial effect over Digital HR Practice holding other independent variables as constant. The Digital HR Practice would have enhance by 0.229 unit for every one standard unit change in Variants of Workforce Analytics.

H3: There is no significant influence of Digital HR Practice (DHRP) on Automation and Self-service Application Factor (ASAF)

The beta coefficient value of 0.904 indicating significant influence of Digital HR Practice (DHRP) on Automation and Self-service Application Factor (ASAF), which indicates partial effect over Automation and Self-service Application Factor (ASAF) holding other independent variables as constant. The Automation and Self-service Application Factor would have enhance by 0.904 unit for every one standard unit change in Digital HR Practice.

H4: There is no significant influence of Digital HR Practice (DHRP) on Human Capital and Social Media Usage Factor (HCSMUF)

The beta coefficient value of 0.885 indicating significant influence of Digital HR Practice (DHRP) on Human Capital and Social Media Usage Factor (HCSMUF), which indicates partial effect over Human Capital and Social Media Usage Factor (HCSMUF) holding other independent variables as constant. The Human Capital and Social Media Usage Factor would have enhance by 0.885 unit for every one standard unit change in Digital HR Practice.

RESULTS AND DISCUSSION

11 AWFA variables, are extracted into two major latent underlying factors which explaining total variance of 65.740% of variance in AWFA. The first underlying factor is factor 1 which explaining 36.899% of variance in AWFA variables and it consist of seven variables namely Understanding future workforce needs, Enhance HR decision Making, Improve productivity, Cost effective business practice, Alignment between HR and Organisational goal, Reduce cost and Recruiting talent in the order of their relative importance among the variables it has been labelled as Imminent Needs and Decision Making Factor (INDMF). The second dominant factor 2 which explaining variance of 28.843% with eigen value of 3.173 and it consist of four items namely Improve organisation agility, Enhance employee experience, Managing complains and risk and Enhance data security based on the relative correlation and position of variables it has been labelled as Nimbleness and Employee Experience Factor (NEEF).

14 PWFA variables, are extracted into two latent underlying factors which explaining total variance of 68.090% of variance in PWFA. The first underlying factor is Factor 1 which explaining 34.585% of variance in PWFA variables and it consist of seven variables Reducing turnover, Talent development, Employer branding, Development of Talent Pipeline, Forecasting employee outcome, Solving specific business issues and Employee engagement in the order of their relative correlation and position of variables it has been labelled as Turnover and Talent Development Factor (TTDF). The second underlying factor is Factor 2 which explaining 33.502% of variance in PWFA variables with eigen value of 4.690 and it consist of seven variables namely Talent acquisition, Managing employee risk, Productivity and performance, Compensation and Benefits, Culture and diversity, Workforce planning and Employee retention based on the relative correlation among the variables it has been termed as Talent Acquisition and Employee Risk Factor (TAERF).

The five VWFA variables are extracted to two underlying factors which explaining total variance of

80.905% in VWFA. The first underlying factor is Factor 1 which explaining 46.040% of variance in VWFA with Eigen value of 2.302 and it holds three variables namely Employee experience Analytics, Prescriptive Analytics and Diagnostic Analytics based on the inter correlation among the variables it has been labelled as Work Experience and Perspective Analytics Factor (WEPAF). The second underlying factor is Factor 2 which explaining 34.8655 of variance in VWFA with Eigen value of 1.743 and it consist of two variables namely Descriptive Analytics and Predictive Analytics based on the inter correlation among the variables it has been labelled as Descriptive and Predictive Analytics Factor (DPAF).

The twenty DEWE variables are segregated into three underlying factors which explaining overall variance of 72.624% of variance in DEWE. The first underlying factor is Factor 1 which explaining 32.877% of variance with Eigen value of 6.575 and it consist of ten variables namely Providing advantages of offboarding process, Act on employee feedback , Feedback on digital work experience, Provide short and customised courses, Prioritize employee experience in org. Internal communication, Providing incentives to motivate employee, Connecting employees and leadership, Flexibility workplace options, Anonymous suggestion box and Creating a supporting work culture based on the correlation among the variables it has been termed as Boarding Process and Assistance Factor (BPAF). The second underlying factor 2 which explaining 22.727% of variance with Eigen value of 4.545 and it consist of six variables namely Encouraging work life balance, Ensuring new employees are welcomed informed ad equipped to success, Use employee journey mapping to measure employee experience over time , Provide opportunity for feedback and recognition, Making commitment to social responsibility and Creating positive work culture based on the correlation among the variables it has been labelled as Encouragement and Employee Pleasantries Factor (EPPF). The third underlying Factor 3 which explaining 17.020% of variance with Eigen value of 3.404 and it consist of four variables namely Physical and cognitive engagement of employees, Providing growth opportunities, Use competency framework to assess employee levels and provide constructive feedback and Mentor and buddy program based on the correlation and position it has been labelled as Employee Engagement and Opportunities Factor (EEOF). Thirteen DHRP variables are extracted into two dominant factors which explaining overall variance 72.720% in DHRP. The first underlying factor 1 which explaining 42.930% of variance with Eigen value of 5.581 and it consist of eight variables namely Automation in motion, Employee self service app, Going paperless, Recruiting through social media, VR for training , Application of game dynamics, Digital platforms for connecting employees and People analytics based on the correlation among the variables it has been termed as Automation and Self-service Application Factor(ASAF). The second underlying factor 2 which explaining 29.790% of variance with Eigen value of 3.873 and it consist of five variables namely Usage of cloud human capital management, Using social media for recruitment, Usage of AI powered HR tools, Digital culture and Borderless training based on the correlation among the variables it has been termed as Human Capital and Social Media Usage Factor(HCSMUF).

Age of the employees have significant difference in AWFA, VWFA, DEWE and DHRP at both 5% and 1% level of significance while it has no significant difference in PWFA. Educational qualification of employees have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP. Department working have significant difference in PWFA while it has no significant difference in AWFA, VWFA, DEWE and DHRP. Designation of employee shows significant difference in VWFA, DEWE while it has no significant difference in AWFA, PWFA and DHRP. Years of work experience have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP.

BPAF have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.405 indicates 0.405 unit change in Digital HR Practice leads to one standard unit change in BPAF. TTDF have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.365 indicates, 0.365 unit change in Digital HR Practice leads to one standard unit change in TTDF. WEPF

have a significant and positive impact on Digital HR Practice, the standardised beta value of 0.206 indicates, 0.206 unit change in Digital HR Practice leads to one standard unit change in WEPF. Designation of employees have significant and positive influence on Digital HR Practices, the standardised beta values indicates with every enhancement in designation of employees leads to growth in Digital HR practice. Work experience of employee have significant and positive influence on Digital HR Practice, the standard beta value denotes with every one year of experience among employees of IT companies shows growth in Digital HR practices.

The beta coefficient value of 0.173 indicating significant influence of Advantages of Workforce Analytics (AWFA) on Determinants of Employee Work Experience (DEWE). The Determinants of Employee Work Experience would have enhance by 0.173 unit for every one standard unit change in Advantages of Workforce Analytics. Similarly, The beta coefficient value of 0.582 indicating significant influence of Predictive Workforce Analytics (PWFA) on Determinants of Employee Work Experience (DEWE), The Determinants of Employee Work Experience would have enhance by 0.582 unit for every one standard unit change in Predictive Workforce Analytics (PWFA). The beta coefficient value of 0.197 indicating significant influence of Variants of Workforce Analytics (VWFA) on Determinants of Employee Work Experience (DEWE), The Determinants of Employee Work Experience would have enhance by 0.197 unit for every one standard unit change in Variants of Workforce Analytics (VWFA). The beta coefficient value of 0.759 indicating significant influence of Determinants of Employee Work Experience (DEWE) on Digital HR Practice (DHRP), The Digital HR Practice would have enhance by 0.759 unit for every one standard unit change in Determinants of Employee Work Experience. The beta coefficient value of 0.229 indicating significant influence of Variants of Workforce Analytics (VWFA) on Digital HR Practice (DHRP). The Digital HR Practice would have enhance by 0.229 unit for every one standard unit change in Variants of Workforce Analytics. The beta coefficient value of 0.904 indicating significant influence of Digital HR Practice (DHRP) on Automation and Self-service Application Factor (ASAF). The Automation and Self-service Application Factor would have enhance by 0.904 unit for every one standard unit change in Digital HR Practice. The beta coefficient value of 0.885 indicating significant influence of Digital HR Practice (DHRP) on Human Capital and Social Media Usage Factor (HCSMUF). The Human Capital and Social Media Usage Factor would have enhance by 0.885 unit for every one standard unit change in Digital HR Practice.

CONCLUSION

11 AWFA variables, are extracted into two major latent underlying factors namely Imminent Needs and Decision-Making Factor (INDMF) and Nimbleness and Employee Experience Factor (NEEF) both the factors are explaining about Understanding future workforce needs, Enhance HR decision Making, Improve productivity, Cost effective business practice, Alignment between HR and Organisational goal, Enhance employee experience, Managing complains and risk and Enhance data.

14 PWFA variables, are extracted into two latent underlying factors namely Turnover and Talent Development Factor (TTDF) and Talent Acquisition and Employee Risk Factor (TAERF) both the factors are explaining about Reducing turnover, Talent development, Employer branding, Development of Talent Pipeline, Talent acquisition, Managing employee risk, Productivity and performance, Compensation and Benefits, Culture and diversity. Providing advantages of offboarding process, Act on employee feedback, Feedback on digital work experience, Provide short and customised courses, Prioritize employee experience in org. Internal communication, Providing incentives to motivate employee, Connecting employees and leadership, Flexibility workplace options, Ensuring new employees are welcomed informed and equipped to success, Use employee journey mapping to measure employee experience over time, Provide opportunity for feedback and recognition, Making commitment

to social responsibility.

Age of the employees have significant difference in AWFA, VWFA, DEWE and DHRP while it has no significant difference in PWFA. Educational qualification of employees have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP. Department working have significant difference in PWFA while it has no significant difference in AWFA, VWFA, DEWE and DHRP. Designation of employee shows significant difference in VWFA, DEWE while it has no significant difference in AWFA, PWFA and DHRP. Years of work experience have significant difference in AWFA, PWFA, VWFA, DEWE and DHRP.

BPAF have a significant and positive impact on Digital HR Practice, TTDF have a significant and positive impact on Digital HR Practice, WEPF have a significant and positive impact on Digital HR Practice, Designation of employees have significant and positive influence on Digital HR Practices, with every enhancement in designation of employees leads to growth in Digital HR practice. Work experience of employee have significant and positive influence on Digital HR Practice , with every one year of experience among employees of IT companies shows growth in Digital HR practices.

REFERENCE:

1. Asadullah, M.A., Malik, A., Haq, M.Z.U. and Khalifa, A.H. (2024). Role of workforce analytics in fulfillment experience of employees through work volition. *European Journal of Training and Development*, <https://doi.org/10.1108/EJTD-05-2024-0064>
2. Zafar, N., Asadullah, M.A., Haq, M.Z.U., Siddiquei, A.N. and Nazir, S. (2023). Design thinking: a cognitive resource for improving workforce analytics and training evaluation. *European Journal of Training and Development*, 47(5/6), pp. 653-675. <https://doi.org/10.1108/EJTD-09-2021-0150>
3. Marler, J.H., Cronemberger, F. and Tao, C. (2017). HR Analytics: Here to Stay or Short Lived Management Fashion?. Bondarouk, T., Ruël, H.J.M. and Parry, E. (Ed.) *Electronic HRM in the Smart Era (The Changing Context of Managing People)*, Emerald Publishing Limited, Leeds, pp. 59-85. <https://doi.org/10.1108/978-1-78714-315-920161003>
4. Kiran, P.R., Chaubey, A. and Shastri, R.K. (2024). Role of HR analytics and attrition on organisational performance: a literature review leveraging the SCM-TBFO framework. *Benchmarking: An International Journal*, 31(9) pp. 3102-3129. <https://doi.org/10.1108/BIJ-06-2023-0412>
5. Arora, M., Prakash, A., Dixit, S., Mittal, A. and Singh, S. (2023). A critical review of HR analytics: visualization and bibliometric analysis approach. *Information Discovery and Delivery*, 51(3), pp. 267-282. <https://doi.org/10.1108/IDD-05-2022-0038>
6. Ulatowska, R., Wainio, E. and Pierzchała, M. (2023). Digital transformation in HRM of the modern business service sector in Finland and Poland. *Journal of Organizational Change Management*, 36(7), pp. 1180-1192. <https://doi.org/10.1108/JOCM-11-2022-0339>
7. Singh, G., Tiwari, P. and Garg, V. (2023). *HRM Digitalisation: Exploring Success and Outcomes*. Emerald Publishing Limited, Leeds, pp. 199-219. <https://doi.org/10.1108/978-1-80455-662-720230012>
8. Chin, Y.S., Mohamad, A.A. and Lo, M.C. (2024). Harnessing the power of artificial intelligence (AI): a paradigm shift in HRM practices for employee sustainable performance. *Global Knowledge, Memory and Communication*, <https://doi.org/10.1108/GKMC-06-2024-0355>
9. Jammulamadaka, N. (2020). Digital Reverse Mentoring as a Strategic HRM Tool: Case Study of an Indian Firm. Emerald Publishing Limited, Leeds, pp. 89-109. <https://doi.org/10.1108/978-1-83867-223-220201006>
10. Nicolás-Agustín, Á., Jiménez-Jiménez, D. and Maeso-Fernandez, F. (2022). The role of human

- resource practices in the implementation of digital transformation. *International Journal of Manpower*, 43(2), pp. 395-410. <https://doi.org/10.1108/IJM-03-2021-0176>
11. Zhao, Y., He, G., Wei, D. and Zhao, S. (2024). When digitalization meets HRM: developing a HRM value chain model in China. *Chinese Management Studies*, 18(6), pp. 1775-1799. <https://doi.org/10.1108/CMS-07-2023-0317>
 12. Jani, A., Muduli, A. and Kishore, K. (2023). Human resource transformation in India: examining the role digital human resource technology and human resource role. *International Journal of Organizational Analysis*, 31(4), pp. 959-972. <https://doi.org/10.1108/IJOA-08-2021-2886>
 13. DiRomualdo, A., El-Khoury, D. and Girimonte, F. (2018). HR in the digital age: how digital technology will change HR's organization structure, processes and roles. *Strategic HR Review*, 17(5), pp. 234-242. <https://doi.org/10.1108/SHR-08-2018-0074>
 14. Varshney, D. (2020). Digital Transformation and Creation of an Agile Workforce: Exploring Company Initiatives and Employee Attitudes. Turkmenoglu, M.A. and Cicek, B. (Ed.) *Contemporary Global Issues in Human Resource Management*, Emerald Publishing Limited, Leeds, pp. 89-105. <https://doi.org/10.1108/978-1-80043-392-220201009>
 15. Goldstein, J. (2015). Digital technology demand is transforming HR. *Workforce Solutions Review*, 6(1), 28–29.
 16. Makridakis, S. (2017). The forthcoming artificial intelligence (AI) revolution: Its impact on society and firms. Working Paper Series No. 2017/01, Neapolis University of Paphos, pp. 1–27.
 17. Mihalcea, A. D. (2017). Employer branding and talent management in the Digital Age. *Management Dynamics in the Knowledge Economy*, 5(2), 289–306. <https://doi.org/10.25019/MDKE/5.2.07>
 18. Shah, N., Irani, Z., & Sharif, A. M. (2017). Big Data in an HR Context: Exploring organizational change readiness, employee attitudes and behaviours. *Journal of Business Research*, 70(1), 366–378.
 19. Asadullah, M.A., Malik, A., Haq, M.Z.U. and Khalifa, A.H. (2024). Role of workforce analytics in fulfillment experience of employees through work volition. *European Journal of Training and Development*, <https://doi.org/10.1108/EJTD-05-2024-0064>
 20. Zafar, N., Asadullah, M.A., Haq, M.Z.U., Siddiquei, A.N. and Nazir, S. (2023). Design thinking: a cognitive resource for improving workforce analytics and training evaluation. *European Journal of Training and Development*, 47(5/6), pp. 653-675. <https://doi.org/10.1108/EJTD-09-2021-0150>