Exploring the Influence of IT Convergence on Entrepreneurial HR Practices and Organisational Effectiveness: A Multi-Industry Empirical Analysis

Dr. Shraddha Purandare
Professor, Institute for Future Education,
Entrepreneurship and Leadership, iFEEL, Lonavala,
shraddha.purandare@ifeel.edu.in

Prof. Vinod Kr Sharma
Professor of Practice, Institute for Future Education,
Entrepreneurship and Leadership iFEEL, Lonavala, vinod.sharma@ifeel.edu.in

Prof. Ankit Bajaj
Assistant Professor, Institute for Future Education,
Entrepreneurship and Leadership iFEEL, Lonavala,
ankit.bajaj@ifeel.edu.in

Abstract

IT Convergence has changed organisational boundaries by bringing digital platforms, data systems, and communication technologies together in unified operational environments. This Convergence changes how organisations work, manage people, and seek effectiveness across industries. HR practices are becoming more entrepreneurially oriented because firms want flexibility, speed & innovation in these digitally converged situations. Entrepreneurial HR focuses on agility, experimentation, employee autonomy, continuous skill development, and people management for changing technological contexts. Those practices are altered by IT convergence, enabling real-time coordination, data-driven decision making, and cross-functional collaboration. With digital integration, HR becomes more than an administrative function: it is an organisational adaptation strategy. As technology removes structural constraints, it makes Recruitment, performance management, learning, and engagement practices more fluid. But technological integration does not necessarily bring good results. How HR practices interpret and apply digital capability is the basis of organisational effectiveness. So, entrepreneurial HR practices get stronger when IT convergence allows decentralised decision-making and fast feedback. Employees get information & tools for ownership & proactive problem-solving. Organisational effectiveness increases when talent development, motivation, and performance systems are matched to digitally enabled workflows. Rather, rigid HR structures limit the adaptability of converged IT environments because they reinforce control and standardisation. In the analysis, it is shown that IT Convergence is an enabling condition, not an actual driver of effectiveness. It exerts its influence in HR practices that turn digital integration into human capability. Organisations from all industries benefit when entrepreneurial HR approaches combine IT Convergence to create flexible, productive & performance-oriented workforces. So organisational effectiveness is enhanced by linking technological integration with human-centred management in complex, competitive environments. A sample of 331 was collected to find the result of the study. The

factors influencing IT Convergence on Entrepreneurial HR Practices and Organisational Effectiveness are IT Convergence, Entrepreneurial HR practices, Employee Adaptability, and Organisational Effectiveness.

Keywords: IT Convergence, Entrepreneurial HR Practices, Data-Driven HR Management.

Introduction

Now organisations work in environments created by the Convergence of information technologies that were once separate systems. Communication, data analytics, cloud infrastructure, and enterprise applications are becoming integrated digital ecosystems. So, IT Convergence changes how organisations work, decide and react to change. Technical boundaries dissolve, and organisational boundaries change too - with new demands for flexibility, speed and innovation. They put renewed emphasis on human resource practices able to cope with adaptation instead of stability. There are entrepreneurial HR practices that arise here because of such uncertainty and constant change. Such practices stress agility, experimentation, autonomy, and skills development. So instead of compliance & control being the only focus, entrepreneurial HR approaches look at letting initiative and learning across roles. In this way, IT Convergence enables such practices by linking people, information and processes in real time. But technology does not necessarily induce entrepreneurial behaviour. HR practices decide how digital capability becomes human action. (Donate and Guadamillas, 2015).

Alignment of technological systems with people management is the basis of organisational effectiveness. More than efficiency, it is about adaptability, innovation and sustained performance. In converged IT environments, organisations are under pressure to act fast while remaining coherent. How employees use digital systems, functions and react to new demands is shaped by HR practices. In entrepreneurial HR, this is facilitated by ownership and flexibility rather than rigid role adherence. (Donate and Guadamillas, 2015).

Also, it changes the nature of work with IT convergence. Tasks get closer together, information gets clearer, and decision-making gets decentralised. HR practices must change with them: support cross-functional learning & adaptive performance management. In such environments, standard HR models fail because they place standardisation before responsiveness. Entrepreneurial HR practices follow more closely the changing demands of IT convergence. The impact of IT convergence varies within industries, but the basic effect is the same. Coordination costs are cut by digital integration - better visibility! Employees get data to use in initiative & problem-solving. Using this access in HR practices increases organisational effectiveness - quicker response, continuous improvement. In the absence of supportive HR orientation, IT convergence will make things more complicated but not better (Nuryyev et al., 2020). Interactions between IT convergence and entrepreneurial HR practices give an insight into organisational effectiveness in the digital age. It says technology has to be an enabler of human capability, not a substitute for it. Looking at that relation across industries reveals how

organisations might structure their HR to achieve digital integration, resulting in long-term performance and adaptability.

Literature review

Extended research on IT convergence because organisations are moving more digital technologies into unified operational environments. The technologies were regarded in early information systems literature as separate tools supporting some function of accounting, communication or data storage. Scholars noticed that as the digital infrastructure got better organised, they saw more Convergence between platforms, data, communication systems, and ecosystems (Kudeshia & Mittal, 2014). That changed the organisational workflows by removing the boundaries between functions and allowing real-time coordination. Literature now regards IT Convergence as a structural condition of organisational change rather than a technical upgrade. Studies in organisational theory say IT convergence makes roles and departments more dependent. Information is freer, decision cycles are shorter & tasks are more collaborative. They put pressure on management, HR practices that were built for stable, segmented environments. Converged IT systems need more adaptable employees and faster alignment of teams, say researchers. HR practices are the central mediators between technological capability & organisational performance (Lo et al., 2020).

As a reaction to that pressure, entrepreneurial HR practices are described in the literature. They have their roots in entrepreneurship & strategic HR research & are all about experimentation & initiative. Rather than standardisation, control-oriented HR models, entrepreneurial HR looks at how employees can adapt to change. Scholars link these to Recruitment on the basis of potential, performance systems which reward learning, and training models which promote continuous skill renewal. IT Convergence makes those practices possible by providing transparency, quick feedback, and cross-functional collaboration conditions. Recruitment and talent acquisition are being redefined by IT convergence research shows. Digital integration opens new talent pools, data-driven selection tools and multiple dimensions of assessment of candidates. So, entrepreneurial HR uses these capabilities to identify adaptive, innovative people instead of fixed skill sets. Studies show that organisations with converged IT systems can better recruit to their strategic needs. But scholars say technology-driven Recruitment must be guided by HR philosophy to avoid standardisation (Joshi et al. 2015).

The performance management literature also reflects this Convergence of IT services. Integrated systems allow continuous monitoring, real-time feedback, and data-rich evaluation. In entrepreneurs' HR practices, these are reinterpreted as tools for development, not for surveillance. Research shows that when performance systems are about learning and experimentation, employees are more creative in finding solutions. Rigid digital monitoring, however, breaks trust and is counterproductive even in technically advanced settings. Learning & development is another area of IT convergence, entrepreneurial HR fusion. Digital tools support on-demand learning, peer collaboration, knowledge sharing, etc. In entrepreneurial HR, learning is embedded in work versus separate training events, scholars say. Learning tools

in everyday workflows are supported by IT convergence. Research shows such models help organisations to be more adaptable and to maintain performance under changing circumstances (Cui and Jin, 2020).

Organisational effectiveness literature nowadays has a more multidimensional character. Effectiveness means efficiency, adaptability, innovation and resilience. Every dimension is affected by IT convergence - speeding processes and connectivity up. Through entrepreneurial HR practices, this is mediated through shaping the way employees use digital systems. Organisations are always more effective when HR practices allow autonomy, initiative in converged IT environments - research shows this. Cross-industry studies show different effects of IT convergence on HR practices. Technology-intensive industries are more open to entrepreneurial HR models, whereas traditional sectors are culturally and structurally behind. But industry differences become smaller as digital integration gets bigger, scholars say. IT Convergence also brings about similar coordination challenges within different sectors, making entrepreneurial HR practices equally relevant in every industry context. (Dastmalchian et al., 2020).

Leadership literature links this discussion to the point that managerial support enables entrepreneurial HR practices. It is up to leaders whether IT Convergence means empowerment or control. It is shown that leadership orientation influences HR system design as well as employee response studies. It is an entrepreneurial HR practice that thrives when leaders allow experimentation and measured risk. In the absence of such support, converged IT systems increase hierarchy rather than adaptability. Research on organisational structure makes these dynamics clearer too. IT Convergence eliminates rigid hierarchies in favour of lateral coordination. Role flexibility & distributed decision making are entrepreneurial HR practices that are in line with flatter structures. As a consequence, scholars argue that organisational effectiveness is improved when HR systems allow technologically enabled structural adaptation.

Problems of IT convergence are also mentioned in the literature. More connectedness means more information overload, more role uncertainty and more stress. These risks are mitigated by entrepreneurial HR practices: clarity, support, and learning. Research shows that employee capacity to deal with digital complexity is maintained in HR practices of wellbeing and skill development. Knowledge management research adds more information. Systems of converged IT enable knowledge creation and sharing within organisations. In entrepreneurial HR, employees share knowledge & work together. Organisational effectiveness is better if HR systems reward knowledge-sharing behaviour on digital platforms, according to the literature. (Chadwick et al., 2015).

In the last two decades, the literature on information technology convergence has grown out of organisations combining different digital technologies in unified operational environments. In early information systems research, technologies were discrete tools supporting particular organisational functions - accounting, communication, record keeping, or data storage. These

were done in silos and were sometimes modelled after departmental or hierarchical boundaries and workflows. But as the digital infrastructure grew, scholars saw that more connectivity/data integration/platform interoperability was breaking down those boundaries too. Separate systems grew into ecosystems of data/communication/processes that interacted live across organisational units. So work was reorganised and coordinated - now researchers see IT Convergence not as a technical upgrade but as a structural condition of organisational change. (Chiu and Chen, 2016).

In contemporary IT, Convergence is seen as a fundamental reconfiguration of organisational architecture. Converged systems bring together enterprise software/cloud platforms/communication technologies/analytics tools, and collaboration tools in digital environments. With this integration, we reduce informational asymmetries, shorten decision cycles, and coordinate across functions simultaneously. Scholars consider that the most important effect of Convergence is not efficiency but organisational workflow transformation. Previously sequential tasks become parallel, and previously isolated roles become interdependent. Rather than formal reporting lines separating departments, employees work through shared systems instead of reporting lines. Consequently, coordination is happening laterally instead of vertically in organisations, changing power relations/responsibility structures. In organisational theory research, these changes put pressure on management and human resource systems built for such stable/segmented environments. In traditional HR, there were clearly defined roles, predictable career paths and standardised performance criteria. In converged IT environments, however, work is fluid, project-based, and dynamic (Onofrei et al., 2019).

Employees have to interpret information coming from many different sources, work across functions and meet changing demands quickly. Most decision authority moves down or outwards, so more judgmental and adaptive skills are needed. Scholars always maintain that in such conditions, HR practices are the central intermediaries between technological capability and organisational performance. Technology expands what organisations can do, but HR systems decide how well employees are prepared to use those capabilities. Under such pressures, the literature is increasingly concerned with entrepreneurial human resource practices. These practices draw from entrepreneurship research / strategic HRM / organisational learning theory. Instead of control, standardisation, and compliance, entrepreneurial HR is about initiative & experimentation & adaptation. They care less about fitting employees into predefined roles but about letting people develop with the organisational needs. Scholars call entrepreneurial HR a learning capacity, problem-solving orientation and behavioural flexibility system. IT Convergence enables such practices: information is more transparent; feedback is more immediate & collaboration is more organisational (Donate et al., 2020).

Recruitment & talent acquisition are among the first HR functions being transformed by IT convergence. Integrated digital systems give organisations access to global talent pools / data-driven selection tools / multidimensional screening of candidates / etc. Web 2.0 platforms,

analytics, as well as AI-assisted screening, take Recruitment outside of local labour markets and traditional qualifications further. Those capacities are used by entrepreneurial HR practices for identifying people with adaptive potential instead of fixed skill sets. Pena et al. (2015)

Research shows that in converged IT systems, organisations can better match Recruitment with strategic goals in dynamic environments. But scholars also say technology-driven Recruitment needs clear HR philosophies. So long as we lack such guidance, the digital tools risk reinforcing standardisation and bias rather than supporting entrepreneurial diversity. Also, in performance management literature, we find the effects of IT convergence on HR systems. Integration platforms allow continuous monitoring/feedback / data-rich evaluation of employee activities. So, in typical models, these kinds of capabilities are related to surveillance and control. Entrepreneurial HR reads these tools as mechanisms of development instead of discipline. Research shows that if performance systems stress learning/experimentation/improvement, employees are more open to new ideas/solutions. Instead, rigid digital monitoring breaks trust and psychological safety - even in technically advanced organisations. As such, the literature points out that performance management outcomes are less about technology than about how HR systems frame and apply digital data. Omri and Becuwe (2014)

Learning & development is another area of IT convergence/entrepreneurial HR practices. Digital technologies for on-demand learning, peer collaboration & continuous knowledge exchange within the daily work processes. It says learning happens more often in workflows than at discrete training moments. Converged IT systems let employees find resources, share experiences & work together on problems. In entrepreneurial HR, this is reinforced because learning is an organisational capability and not a periodic intervention. Organisations that use such approaches are adapted to rapid change and are more able to sustain performance. The concept of organisational effectiveness has also changed because of digital change. Current literature takes a multidimensional view of effectiveness as efficiency, adaptability, innovation and resilience. All these dimensions are affected by IT convergence: speeding up processes, improving connectivity & coordination in time and space. But scholars say the effects of Convergence are indirect. Entrepreneurial HR processes mediate these effects in the way employees interpret, use and exploit digital systems. Usually, organisations perform better if HR systems promote autonomy/initiative / responsible experimentation in converged IT environments (Kumar et al., 2017).

More cross-industry studies show just how IT convergence alters HR practices. In technology-intensive industries, more easily entrepreneurial HR models are adopted because their cultures are already open to change and flexibility. Traditionally based sectors are often structurally and culturally resistant to such changes. However, scholars say those differences get smaller as digital integration goes deeper across industries. Because of the common coordination problems that intersect all converged IT systems, entrepreneurial HR practices are also becoming more relevant in different organisational contexts. Leadership research adds to this discussion by focusing on managerial orientation as well. As always, studies show that it is leadership that decides if IT Convergence means empowerment or control. Those who lead

shape HR system design/performance expectations/employee responses to digital monitoring / etc. Startup HR thrives where leaders allow experimentation and measured risk-taking. In the absence of such support, converged IT systems reinforce hierarchy and rigidity instead of adaptability. Organisational structure Research reflects those findings. Rather flat structures, distributed decision-making and flexible roles are enabled by IT convergence. Entrepreneurial HR practices complete these structures and legitimise lateral coordination/adaptive role behaviour. According to scholars, organisational effectiveness is enhanced if HR systems allow technologically enabled structural adaptation instead of trying to keep outmoded hierarchies. This also deals with risks of IT convergence. More connectivity means more information overload/role ambiguity/stress. Entrepreneurial HR practices hedge these risks by focusing on clarity/support / continuous skill development. When wellbeing & learning are viewed alongside performance in HR systems, studies show employee capacity to deal with digital complexity is maintained. Knowledge management research justifies HR mediation even more. Converged IT systems let a lot of knowledge be created and shared in organisational networks. Entrepreneurial HR is about employee contribution/collaboration/intelligence building. People are more effective in organisations whose HR systems reward knowledge-sharing behaviours than individual information hoarding. (Garavan et al. (2019).

Innovation links IT Convergence with organisational creativity - see how integrated systems let employees have access to different information and experimentation. With entrepreneurial HR practices, we make sure this exposure is accompanied by innovation and not confusion because incentives are in tune with digital exploration. Empirical work demonstrates that better innovation results in organisations that explicitly link HR rewards with digital experimentation. Measurement & evaluation are thus ongoing challenges here. IT Convergence produces a lot of data about HR processes/outcomes, but scholars warn against excessive use of quantitative metrics. Entrepreneurial HR practices demand qualitative judgement / contextual interpretation / human discretion. Organisational effectiveness is about balancing data-driven insight with experience.

Globalisation exacerbates this. Converged IT systems connect geographically dispersed workforces. Entrepreneurial HR practices are able to work globally, supporting cultural adaptability as well as local autonomy in integrated systems. There is research that says HR flexibility is needed to manage global digital integration. Recently, ethical questions have come into the spotlight. Privacy/surveillance issues, as well as algorithmic bias, are issues that accompany IT Convergence. Through entrepreneurial HR approaches, these problems are solved through transparency/employee agency/trust. Organisational effectiveness is undermined by ethical failures also in very integrated digital environments.

In resilience research, IT convergence is seen as important to organisational recovery and continuity. Integration enables fast response in case of disturbance, while entrepreneurial HR practices let employees take on new tasks and processes as they are being applied. Organisations that have converged IT plus flexible HR systems can take shocks better. One thing runs through all these strands: consistency. IT Convergence creates more organisational

capacity - HR interpretation and application decide outcomes. Using entrepreneurial HR practices, we turn digital integration into human adaptability. And without these kinds of practices, IT convergence is just getting more complicated without being more effective. So the literature generally concludes that organisational effectiveness in the digital era depends on an appropriate match between technological infrastructure and people management systems. That's the foundation of IT convergence; Those entrepreneurial HR practices give it direction. In innovation studies, we connect IT convergence with organisational creativity. Integrated technologies show employees other information as well as allow experimentation. With entrepreneurship-oriented HR practices, conditions are created for such exposure to bring innovation instead of confusion. Those organisations that link HR incentives to digital experimentation have higher innovation results. Measurement and evaluation problems are discussed. IT Convergence gives lots of information about HR processes & results. But scholars say not to get too fixated on numbers - entrepreneurial HR requires qualitative judgement. So organisational effectiveness requires both data-driven insight and human evaluation. That relationship is complicated by globalisation. Converged IT systems link global workforces - increasing diversity and coordination complexity. Entrepreneurial HR practice enables global effectiveness in terms of cultural adaptability and local autonomy in integrated systems. Several studies say HR flexibility is needed for global digital integration management (Loon et al., 2020).

Concerns about ethics are increasingly being looked at in recent work. Privacy & surveillance issues and algorithmic bias become concerns with IT convergence. In entrepreneurial HR, these are addressed by putting emphasis on transparency & employee agency. Ethical problems damage organisational effectiveness when trust is undermined, even in highly integrated IT environments. The resilience literature links IT Convergence to organisational recovery and continuity. Integrated systems help in a moment of disruption. In entrepreneurship-oriented HR practices, employees adapt roles and processes under pressure. Organisations that combine converged IT with flexible HR practices recover quickly from shocks, research shows. A theme is common across studies. Information technology convergence increases organisational capacity, but HR interpretation and application are key. Using entrepreneurial HR practices, we turn digital integration into human adaptability. And without those kinds of practices, IT convergence may be more complex without better results.

Literature is generally of the view that organisational effectiveness in the digital era depends on technology - people management alignment. The infrastructure is provided by IT convergence. Entrepreneurial HR practices direct and clarify. Their interaction affects how organisations work - how they change - how they maintain competitiveness in different industries.

Objective
To explore the factors influencing IT Convergence on Entrepreneurial HR Practices and Organisational Effectiveness

Methodology

Three hundred thirty-one participants were surveyed from different industries. The method of sampling was "Random sampling" for the collection of data, and the examination was done by "Explanatory Factor Analysis" for the results.

Findings

Table 1 demonstrates demographic details, which show that 61.03% are Male, 38.97% are female. Looking at the age, 32.93% are between 35 and 40 years of age, 34.14% are between 40 and 45 years of age, and 32.93% are above 45 years of age. With regards to Industry type, 35.35% are from the telecom industry, 32.93% are from Insurance & finance, and 31.72% are from Electronics.

Table 1 Respondents' Details

Variables	Participants	Percentage
Gender		
Male	202	61.03%
Female	129	38.97%
Total	**331**	**100**
Ages in years		
35 to 40	109	32.93%
40 to 45	113	34.14%
Above 45	109	32.93%
Total	**331**	**100**
Industry		
Telecom industry	117	35.35%
Insurance & Finance	109	32.93%
Electronics	105	31.72%
Total	**331**	**100**

"Factor Analysis"

"KMO and Bartlett's Test"

Table. 2: Kaiser-Meyer-Olkin Measure of Sampling Adequacy"

"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		.769
"Bartlett's Test of Sphericity"	"Approx. Chi-Square"	5886.796
	df	91
	Significance	.000

"KMO and Bartlett's Test", value of KMO is .769 (Table 2).

Table 3 "Total Variance Explained"

"Component"	"Initial Eigenvalues"			"Rotation Sums of Squared Loadings"		
	"Total"	"% Of Variance"	"Cumulative %"	"Total"	"% Of Variance"	"Cumulative %"
1.	6.538	46.697	46.697	**3.932**	28.087	28.087
2.	2.629	18.781	65.478	**3.609**	25.776	53.863
3.	1.903	13.596	79.073	**2.371**	16.934	70.797
4.	1.195	8.537	87.610	**2.354**	16.813	**87.610**
5.	.534	3.811	91.421			
6.	.401	2.867	94.288			
7.	.208	1.489	95.777			
8.	.152	1.087	96.864			
9.	.146	1.045	97.908			
10.	.115	.820	98.728			
11.	.069	.492	99.220			
12.	.049	.352	99.571			
13.	.035	.250	99.821			
14.	.025	.179	100.000			

The four factors contribute towards explaining a total of 87.610% of the variance. Variance explained by IT Convergence is 28.087%, Entrepreneurial HR practices is 25.776%, Employee Adaptability is 16.934%, and Organisational effectiveness is 16.813%. (Table 3).
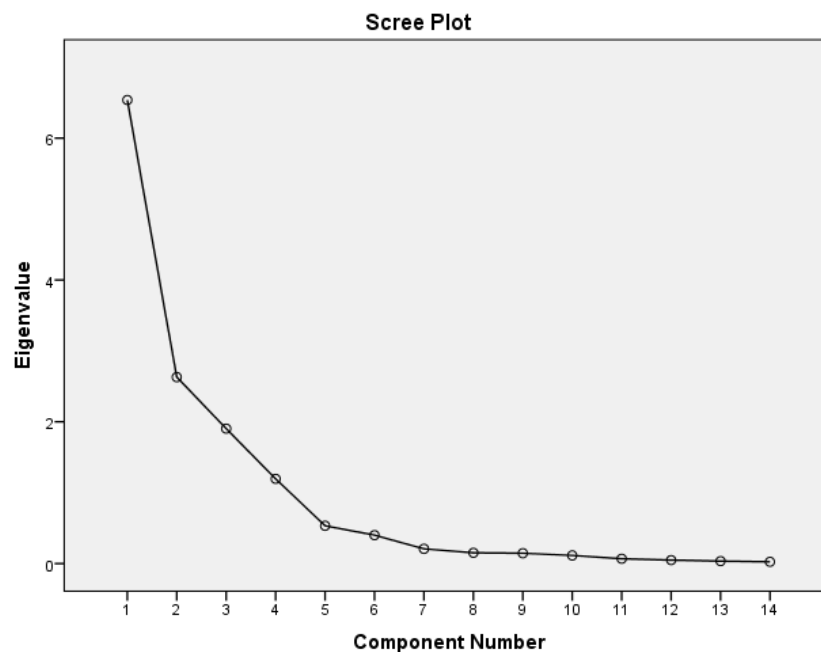
"Scree Plot"

Table. 4: "Rotated Component Matrix"

S. No.	Statements	Factor Loading	Factor Reliability
	IT Convergence		**.951**
1.	Organisations integrate multiple digital technologies (AI, Cloud, etc.) in HR processes	.951	
2.	Digital platforms support real-time decision-making in HR functions	.909	
3.	IT systems enable seamless sharing of information across departments	.848	
4.	IT Convergence improves coordination between HR and business strategy	.833	
	Entrepreneurial HR practices		**.959**
1.	Encourages employees to take initiatives and experiment with new ideas	.960	
2.	Recruitment focuses on adaptability, creativity and problem-solving skills	.892	

3.	Employees are empowered to make decisions related to their work	.882	
4.	HR policies support flexibility in roles, work methods, and career paths	.854	
	Employee Adaptability		**.862**
1.	Employees quickly adapt to new technologies and work processes	.902	
2.	Continuous skill development is encouraged through digital learning platforms	.841	
3.	IT-enabled training enhances employee adaptability and readiness	.732	
	OrganizationalOrganizational effectiveness		**.843**
1.	Organisation consistently meets its strategic objectives	.931	
2.	Technology-enabled HR systems improve productivity	.928	
3.	IT Convergences enhances long-term organisational sustainability	.657	

Factors of the study and its related variables

The first factor of the study is IT Convergence, the variables it includes are Organisations that integrate multiple digital technologies (AI, Cloud, etc.) in HR processes, Digital platforms support real-time decision making in HR functions, IT systems enable seamless sharing of information across departments, and IT Convergence improves coordination between HR and business strategy. Entrepreneurial HR practices are the second factor, which includes variables like encouraging employees to take initiatives and experiment with new ideas. Recruitment focuses on adaptability, creativity and problem-solving skills. Employees are empowered to make decisions related to their work, and HR policies support flexibility in roles, work methods, and career paths. Employee Adaptability is the third factor. Employees quickly adapt to new technologies and work processes, and IT-enabled training enhances employee adaptability and readiness. Fourth and last factor is Organisational effectiveness, the variables it includes are that the organisation consistently meets its strategic objectives, Technology-enabled HR systems improve productivity, and IT Convergence enhances long-term organisational sustainability.

Table 5 "Reliability Statistics"

"Cronbach's Alpha"	"Number of Items"
.901	14

Total reliability of 14 items that include variables for Factors "Influencing IT Convergence on Entrepreneurial HR Practices and Organisational Effectiveness" 0.901 (Table 5).

Conclusion

With IT Convergence, organisations have technologies, processes and information flows integrated in single systems. The literature demonstrates how this changes the coordination of work, decision-making, and value creation within and between industry sectors. Technology alone does not guarantee organisational efficiency, though. In this converged system, effectiveness is about how organisations manage people in HR ways that promote adaptability, initiative & learning. Entrepreneurial HR is, therefore, a central process for turning IT Convergence into performance results. Those are practices of being flexible, trying new things and improving skills so employees can work constructively with digitally driven complexity. In systems of HR that value autonomy, development, and collaboration, the employees use converged IT infrastructures to work on problems, to exchange knowledge and to innovate. Rigid HR approaches instead reinforce control, compliance and thus neutralise the adaptive potential of integrated technologies. Organisational effectiveness is always about more than efficiency in the digital era, the literature shows. That means resilience, innovation & sustained adaptability. Those are reinforced in entrepreneurial HR practices, which link human capability with technological integration. They support organisations with information overload, rapid change, and engagement in highly connected environments. In all industries, the interaction of IT convergence and HR orientation is a decisive outcome determinant. The factors influencing IT Convergence on Entrepreneurial HR Practices and Organisational Effectiveness are IT Convergence, Entrepreneurial HR practices, Employee Adaptability, and Organisational Effectiveness.

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