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## AN EMPIRICAL ANALYSIS OF DIGITAL HR CAPABILITIES AND THE ALIGNMENT OF TECHNOLOGY, TALENT, AND STRATEGY IN INDIAN ORGANIZATIONS

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### SUMMARY

This is empirical research that explores the effects of Digital HR Transformation (DHR) on talent managerial practice and organizational strategy fit in Indian companies. The study is premised on a quantitative method, which involves a structured questionnaire that is filled out by 215 HR practitioners in different industries. Regression modeling and structural equation modeling (SEM) were used to analyze the data. The results indicate that Digital HR Transformation has a significant positive impact on talent management effectiveness, and the correlation between the two has a high value ( $\beta = 0.624$ ,  $p = 0.001$ ). The impacts of this transformation on organizational strategy also have a positive influence ( $\beta = 0.571$ ,  $p = 0.001$ ), such that there is a need to align HR activities with the organizational objectives. The mediation analysis reveals that the effectiveness of talent management is a partial mediator between the effectiveness of DHR and the strategy alignment ( $\beta = 0.35$ ,  $p = 0.001$ ). Moreover, organizational culture was observed to mediate the interaction between the DHR and strategy alignment ( $\beta = 0.210$ ,  $p = 0.014$ ), with adaptive cultures facilitating the outcomes of DHR. The model represents 51.2% of the variation in strategic alignment, indicating that Digital HR Transformation plays an important role in aligning organizational strategies with HR abilities. The research study is relevant to the Resource-Based View (RBV) of HRM and provides valuable recommendations to any organization interested in using digital HR to manage talent and strategic alignment.

**Key words:** *digital HR transformation, talent management, organizational strategy, strategic alignment, organizational culture, HR digitalization, resource-based view.*

## INTRODUCTION

The increased rate of digitalisation in the modern business world is redefining how organisations manage human capital and how they strategise to achieve alignment of strategic goals. The Digital HR Transformation paradigm has been created through the development of AI (artificial intelligence), predictive analytics, and online environments, which transformed human resource management (HRM) [18]. The change includes the strategic use of digital technologies in HR operations that can increase efficiency, the use of data in making decisions, and engaging with employees [19].

At the same time, the discussion of the future of work highlights the changing nature of employment relations, skills, and organization. In today's VUCA world, organizations face not one but two challenges: increasing competitiveness via technology and successfully managing personnel. Despite growing attention from academics, there is a lack of evidence on how digital HR transformation affects developing countries' people management and strategic alignment. The proposed study aims to bridge this gap through empirical analysis of the connection between digital HR transformation, talent management effectiveness, and strategic alignment of an organization. It also examines the moderating power of the organizational culture.

## Objectives and Hypotheses

### *Objectives*

1. To evaluate the level of digital HR transformation strategies used by different companies.
2. To investigate how successful talent management is in connection with digital HR transformation.
3. To examine the function of talent management as a moderator between strategy alignment and digital HR revolution.
4. To investigate if company culture acts as a moderator between digital HR transformation and strategic alignment.

### *Hypotheses*

- **H1:** Digital HR transformation positively influences talent management effectiveness.
- **H2:** Talent management effectiveness positively influences organizational strategic alignment.
- **H3:** Talent management effectiveness mediates the relationship between digital HR transformation and strategic alignment.
- **H4:** Organizational culture moderates the relationship between digital HR transformation and strategic alignment.

The paper will be structured in the following way: Section 2 is the review of the literature, which outlines the importance of digital tools in talent management and strategic alignment. Section 3 provides the methodology, data collection, and analysis using the regression and SEM. Section 4 contains findings, and Section 5 gives the conclusions and suggestions of further studies.

## REVIEW OF LITERATURE

Digital HR Transformation (DHR) has become a revolutionary procedure that reinvents human resource management (HRM) practices through the use of digital tools and technologies. According to the previous study, it is necessary to align HR strategies to organizational goals to enhance performance [1]. This correlates well with the context of this study on the impact of DHR on talent management and strategic alignment in an organization, which proves useful in the concept that HR strategies should be modified in order to become part of business strategy.

Digital tools have been extensively discussed in the recent literature in terms of their impact on HRM [20]. The recent study examines the need to consider digital transformation strategies to improve the productivity of the business [4]. They posit that strategic application of digital technologies in HR

practices is one way of making HR functions effective in line with overall organizational objectives that enhance operational efficiency as well as employee performance. This result supports this study, which explores the idea of how DHR helps improve the effectiveness of talent management and strategy alignment in organizations.

In addition, another study presents the necessity of talent management in keeping the organization competitive with respect to recruitment, retention, and development [17]. Their results demonstrate that strategic alignment focuses on talent management, which supports this study in asserting that DHR improves such functions, thus increasing strategic alignment. Likewise, the study also focuses on competency management and talent retention in organizations [8]. They argue that there is a positive influence of digital tools on these functions that results in employees' satisfaction levels and organizational performance being high, which must be followed by this research interest in the example of DHR in talent management.

Moreover, this study discusses the application of machine learning and AI in improving the strategies of organizations [5][6]. They emphasize the ways in which these technologies can streamline HR functions and align the approaches to talent management with business strategies. This is what the research is about, as it is concerned with the strategic role of digital tools in HR [7].

According to this earlier research, AI is strategic in HRM [10]. They say that digital HR change is capable of streamlining HR activities and also leading to the success of an organization in the long term by aligning HR strategies with business goals. This conforms to the theoretical framework used by this study to explain the strategic worth of DHR within organizations, and it is the Resource-Based View (RBV).

The research also examines the convergence of technology and business by looking at the optimization of portfolio management with the use of neural networks [2]. Even though they are mainly concerned with finance, they provide an insight into how digital technologies may be implemented in multiple areas to attain strategic alignment. This proves the generality of the digital transformation strategies, including HRM, to industries [12].

Furthermore, the study discusses the application of machine learning towards sustainable business management and emphasizes that digital tools can improve the decision-making process [3]. Their analysis highlights the increased use of AI and machine learning in enhancing HR practices and turning them into more data-driven and aligned with organizational objectives.

These studies address the ethical considerations of AI, and it is becoming a significant issue regarding the digitalization of HR [9][11]. According to their research, even though AI has profound benefits in HR practices, ethical concerns, such as privacy and bias, have to be addressed in the process of digital transformation [13][15]. This complicates this research further, and there is a need to consider ethical issues when implementing the digital HR strategies.

The literature review is highly affirmative on the point that Digital HR Transformation is the primary driver in ensuring that HR practices are aligned with the organization's strategy. This research focuses on the strategic significance of aligning HR strategies with organizational goals, as these studies emphasize. The research demonstrates that digital technologies contribute to the HR functions and organizational performance, which additionally provides the strategic value of DHR. According to recent studies, digital tools, including AI and machine learning, are important to streamline the talent management process and make it more aligned with the overall organizational strategy. Lastly, the ethical issues mentioned in some studies imply that the ethical aspects of digital HR transformation should be the focus of future research, which is an essential component of the digital HR transformation implementation.

## METHODOLOGY

### Research Design

Quantitative and cross-sectional in nature was the study design. The research used a structured questionnaire on the basis of validated scales in previous research using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

### Population and Sampling

Top professionals from India's information technology (IT), manufacturing (MNC), banking (BFSI), and educational sectors (including HR managers and executives) made up the sample. A total of 215 respondents were surveyed using a purposeful sample technique.

### Instrument Development

Table 1. Measurement variables and sources

Variable	Number of items	Source
Digital HR Transformation	8	[16]
Talent Management Effectiveness	7	[17]
Organizational Strategy Alignment	6	[1]
Organizational Culture	5	[14]

This table 1 presents the major variables of the study, the number of items that the structured questionnaire will contain, and the sources from which the items were adapted. The variables are Digital HR Transformation, Talent Management Effectiveness, Organizational Strategy alignment, and Organizational Culture, and each of them had a certain number of items according to the earlier validated scales used in the studies mentioned above.

### Data Analysis

Composite reliability and Cronbach's alpha were used to test the dependability. Using structural equation modeling (SEM), this study tested hypotheses about the direct and mediated effects of the variables on one another. SPSS 29.0 and Smart PLS 4 were used to analyze the data obtained upon completion of the structured questionnaire. Basic statistical analysis, consisting of descriptive statistics and reliability testing (e.g., Cronbach's alpha, composite reliability), was done using SPSS 29.0. In structural equation modeling (SEM) and hypothesis testing, the Smart PLS 4 was used. This instrument helped to analyze the relationships between the constructs (Digital HR Transformation, Talent Management, Organizational Strategy Alignment, and Organizational Culture) and test a direct, mediated, and moderated effect. These computer applications were critical to proper and effective data analysis.

The correlation between Digital HR Transformation, Talent Management Effectiveness, Organizational Culture, and Organizational Strategy Alignment is reflected in figure 1. It mentions the immediate consequences of Digital HR Transformation on Talent Management and Strategy Alignment, in which Talent Management acts as an intermediary between the two. Organizational Culture has a moderating effect and strengthens such relations. Figure 1 also indicates the research methodology, in which data collection will be done on 215 HR professionals, and data will be analyzed through regression modeling and SEM techniques.

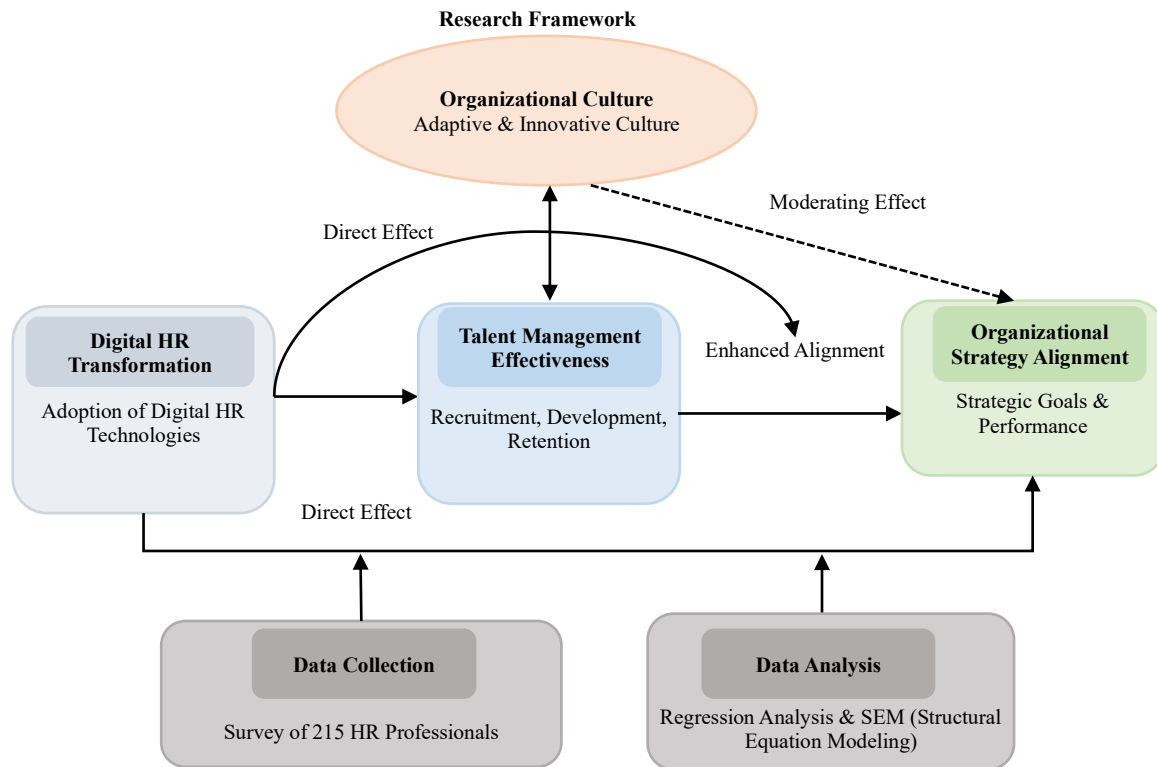


Figure 1. Research framework: Digital HR transformation and strategy alignment

## RESULTS AND ANALYSIS

### Sample Profile

In table 2 explains the balance of representation across genders, age groups, industries, and levels of experience. Most of them belong to the 31-40 age group and have 6-10 years of experience, making them informed and knowledgeable managers. Good participation of IT and manufacturing industries is observed, making it more appropriate for digital transformation contexts. Such diversity of industries would lend validity to the cross-industry generalizability of the findings for digital HR transformation practices.

Table 2. Demographic profile of survey participants

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	128	59.5
	Female	87	40.5
Age (years)	20–30	68	31.6
	31–40	92	42.8
	41–50	38	17.7
	Above 50	17	7.9
Industry Type	IT/ITES	68	31.6
	Manufacturing	54	25.1
	Banking/Finance	41	19.1
	Education/Research	32	14.9
	Others	20	9.3
Years of Experience	0–5	48	22.3
	6–10	77	35.8
	11–15	59	27.4
	>15	31	14.4

**Descriptive Statistics**

Table 3. Descriptive statistics of key variables

Variable	Mean	SD	Minimum
Digital HR Transformation (DHR)	4.01	0.58	2.2
Talent Management Effectiveness (TME)	3.84	0.64	2.1
Organizational Strategy Alignment (OSA)	3.92	0.61	2.3
Organizational Culture (OC)	3.87	0.72	2.0

In table 3 depicts the high mean scores above 3.8 for all the constructs, showing that the overall perception of digital HR transformation, effectiveness of talent management, strategic alignment, and culture is relatively high. Digital HR transformation has the highest mean at 4.01. This suggests that the adoption of digital HR transformation in organizations is high. Moderate standard deviation values indicate that the responses have been consistent. Overall, the respondents perceive that their organizations have moderate to high digital maturity with supportive cultural and strategic integration.

**Reliability and Validity**

Table 4. Reliability and validity statistics for constructs

Construct	No. of Items	Cronbach's $\alpha$	Composite Reliability (CR)	Average Variance Extracted (AVE)
Digital HR Transformation	8	0.891	0.915	0.622
Talent Management Effectiveness	7	0.876	0.903	0.610
Organizational Strategy Alignment	6	0.884	0.910	0.631
Organizational Culture	5	0.851	0.888	0.609

All Cronbach's  $\alpha > 0.70$  and AVE  $> 0.5$  confirm strong internal consistency and convergent validity.

The table 4 explains that all the constructs have values well above the recommended threshold for Cronbach's alpha, which is 0.70. The Composite Reliability values well above 0.88 also validate the stability of the measures. The values of AVE well above 0.50 also validate the convergent validity of the measures, as they sufficiently explain the variance of the constructs. Overall, the values validate the robustness of the measurement model for the subsequent structural equation modeling and hypothesis testing.

**Correlation Matrix**

Table 5. Correlation matrix of study variables

Variables	DHR	TME	OSA	OC
Digital HR Transformation (DHR)	1			
Talent Management Effectiveness (TME)	0.672**	1		
Organizational Strategy Alignment (OSA)	0.614**	0.705**	1	
Organizational Culture (OC)	0.488**	0.561**	0.597**	1

Note:  $p < 0.01$ , all correlations significant.

In table 5 explains the correlation analysis, which reveals strong, positive, and statistically significant relationships among all constructs ( $p < 0.01$ ). Digital HR transformation shows a strong association with talent management effectiveness ( $r = 0.672$ ) and strategic alignment ( $r = 0.614$ ). The strongest correlation appears between talent management effectiveness and strategic alignment ( $r = 0.705$ ), indicating talent processes are central to strategic coherence within digitally transforming organizations.

**Regression Analysis**

Model 1:

Table 6. Impact of HR digital transformation on the efficiency of talent management

Predictor	B	t-value	Sig. (p)	R <sup>2</sup>	F-value
Digital HR Transformation	0.624	13.82	0.000	0.389	190.98**

The digital HR transformation process is shown in table 6 as a significant predictor of talent management effectiveness, with a t-value of 13.82 and a  $\beta = 0.624$  and  $p < 0.001$ . This shows that 38.9% of variance is explained by the digitalization of HR processes, such as analytics and automation of talent management systems.

Model 2:

Table 7. Effect of talent management effectiveness on organizational strategy alignment

Predictor	B	t-value	Sig. (p)	R <sup>2</sup>	F-value
Talent Management Effectiveness	0.571	12.94	0.000	0.326	167.56**

Talent management effectiveness is found to have a significant impact on organizational strategy alignment ( $\beta = 0.571$ ,  $p < 0.001$ ), explaining 32.6% of the variance, as shown in table 7. This finding indicates that having formalized talent acquisition, succession planning, and performance management practices improves organizational strategy alignment. Organizations with effective talent management practices show better alignment of human capital capabilities and long-term strategic plans, thus supporting the view of strategic HRM. H2 supported, and it explains that the effectiveness of talent management has a significant influence on the strategy alignment of the organization ( $\beta = 0.571$ ,  $p < 0.001$ ), which explains 32.6% variance. This implies that effective talent management practices, such as talent acquisition, succession planning, and performance management, help to create strategic alignment within the organization, thus supporting the strategic HRM perspective.

**Mediation Analysis (Baron & Kenny + Bootstrapping)**

Table 8. Mediation analysis: role of talent management effectiveness in the DHR-strategy alignment Relationship

Path	Direct Effect ( $\beta$ )	Indirect Effect ( $\beta$ )	Sobel Test (Z)	p-value	Mediation Type
DHR $\rightarrow$ TME $\rightarrow$ OSA	0.62 $\rightarrow$ 0.57	0.35	3.95	0.000	Partial mediation

The mediation analysis shows in table 8 that there is partial mediation because the indirect effect is supported ( $\beta = 0.35$ ,  $p < 0.001$ ) and is further supported with a Sobel test ( $Z = 3.95$ ). Although digital HR transformation directly influences strategic alignment, this effect is mostly mediated by talent management effectiveness. This supports the resource-based perspective on strategic development of human resources. Talent management effectiveness partially mediates the link between digital HR and strategic alignment. H3 supported.

**Moderation Analysis (Organizational Culture as Moderator)**

Interaction term (DHR  $\times$  OC) added to the regression model:

Table 9. Moderation analysis: impact of organizational culture on the DHR-strategy alignment relationship

Predictor	B	t-value	Sig. (p)	R <sup>2</sup> Change
DHR	0.412	6.78	0.000	
OC	0.331	5.21	0.000	
DHR $\times$ OC	0.210	2.48	0.014	+0.041

In table 9 depicts the significant interaction effect ( $\beta = 0.210$ ,  $p = 0.014$ ), which implies that organizational culture enhances the relationship between digital HR transformation and strategic alignment. Moreover, the  $R^2$  change was 0.041, which implies additional predictability. Adaptive and innovation-oriented cultures enhance digital HR transformation, and this implies that technology is not enough on its own without cultural support that can encourage flexibility and learning in an organization. The interaction term was significant ( $p < 0.05$ ), and this implies that the relationship between DHR and OSA was stronger in organizations with adaptive cultures. H4 supported

**Model Summary (SEM-PLS Output)**

Table 10. Summary of hypothesis testing and path coefficients

Path	B	t-value	p-value	Supported
DHR → TME	0.62	13.8	0.000	✓
TME → OSA	0.57	12.9	0.000	✓
DHR → OSA (direct)	0.28	4.21	0.000	✓
DHR × OC → OSA	0.21	2.48	0.014	✓
Indirect Effect (DHR → TME → OSA)	0.35	3.95	0.000	✓

$R^2$  (TME) = 0.389;  $R^2$  (OSA) = 0.512; Adjusted  $R^2$  = 0.506

The results of SEM also verify all hypothesized relationships with high statistical significance. The model also shows a high predictive capacity as it accounts for 51.2% of the variance in strategic alignment. The results also show that both direct and indirect relationships are significant, reinforcing partial mediation findings. The moderation effect also adds depth to the findings. The structural model clearly shows its theoretical and practical robustness in linking digital HR transformation with strategic outcomes, as explained in table 10.

**Model Fit Indices**

Table 11. Model fit indices for structural equation modeling

Fit Index	Recommended Value	Obtained Value	Interpretation
$\chi^2/df$	< 3.00	2.18	Good fit
CFI (Comparative Fit Index)	> 0.90	0.945	Good fit
TLI (Tucker-Lewis Index)	> 0.90	0.931	Acceptable
RMSEA (Root Mean Square Error of Approximation)	< 0.08	0.062	Good fit
SRMR (Standardized Root Mean Residual)	< 0.08	0.057	Excellent fit

As seen in table 11, all the goodness-of-fit statistics are well above the minimum threshold, thus validating the adequacy of the model. The chi-square value divided by degrees of freedom (2.18) is below the threshold, thus validating the parsimony of the model. Similarly, the CFI (0.945) and TLI (0.931) values are well above the minimum threshold, thus validating the comparative fit. Similarly, the values of the RMSEA (0.062) and SRMR (0.057) are well below the threshold.

**Summary of Hypothesis Testing**

The findings of the hypothesis testing of the study are summarized in table 12. The four hypotheses received support and proved that Digital HR Transformation is positively correlated to talent management effectiveness, which later affects organizational strategy alignment in a positive way. Also, it was observed that the relationship between Digital HR and strategy alignment is mediated by talent management effectiveness, and the relationship is adjusted by the organizational culture.

Table 12. Summary of hypothesis testing results

Hypothesis	Statement	Result
H1	Digital HR transformation positively influences talent management effectiveness.	Supported
H2	Talent management effectiveness positively influences organizational strategy alignment.	Supported
H3	Talent management mediates the relationship between digital HR and strategic alignment.	Supported
H4	Organizational culture moderates the relationship between digital HR transformation and strategy alignment.	Supported

### Key Findings Summary

1. There is a significant positive relationship between Digital HR Transformation and Effectiveness of Talent Management ( $\beta = 0.62$ ,  $p < 0.001$ ).
2. Strategic Alignment is greatly predicted by Talent Management Effectiveness ( $\beta = 0.57$ ,  $p < 0.001$ ).
3. There is something between Digital HR and Strategic Alignment - Partial Mediation (Indirect 0.35).
4. Moderation Culture of Organization: Adaptive cultures are used to enhance the positive effect of digital HR transformation on strategy alignment. ( $\beta = 0.21$ ).
5. The last model accounts 51.2% of the variation in the outcomes of strategic alignment.

### CONCLUSION

This paper explored how Digital HR Transformation (DHR) can be used to improve talent management performance and alignment of organizational strategies within Indian organizations. The results show that DHR is a significant factor in the effectiveness of talent management that, in its turn, leads to improved alignment of the organizational strategy. Moreover, it was established that talent management effectiveness mediated the relationship between DHR and strategy alignment in part. The organizational culture has been found to be a moderator, which increased the strength of this relationship in organizations with adaptive cultures. The model indicates that 51.2% of the strategy alignment variance is attributed to the research model and that digital HR transformation is important in promoting strategic coherence. These findings can be added to the Resource-Based View (RBV) of HRM, which emphasizes the use of digital HR capabilities as strategic assets to enhance the performance of the organization. The article becomes helpful to HR practitioners and organizations that consider using digital technologies in order to re-align Hr practices and organizational strategies. The impact of digital HR change on long-term outcomes could be analyzed in future studies by investigating the longitudinal effects of digital HR transformation using longitudinal designs to determine its effects over time. Further, the comparative research across countries or even industries might help to obtain a better insight into the nature of differences in digital HR practices across circumstances and the role of organizational culture on their effectiveness. The other area with potential to be explored is the introduction of new technologies like AI and machine learning into digital HR transformation, and how they can optimize further talent management and strategic alignment.

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