



# Analyzing the effects of Job Enrichment and Digital HR Practices on Talent Management in Private Institutions

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**Abstract:** The purpose of this research is to explore the moderating role of job enrichment on talent management and the mediating role of digital HR practices in private institutions to fill gaps in today's human resource literature. Job enrichment, which is an activity of enlargement of job roles to boost the employee's job contentment and performance has highly been information-centered in traditional workplaces as opposed to digitally transforming environments. At the same time, the digital transformation of personnel management—covering recruitment automation, performance assessment with the help of AI, and training by virtual classes—has changed the functioning of institutions in the sphere of HR management radically. Therefore, based on data collected from private institutions that have implemented such strategies, this research offers novel findings on how they are mutually beneficial to increase employees' commitment, lock them in, and enhance institutional performance. The research adopts questionnaires and interviews to demonstrate that enriched job roles along with solutions in HR, enhance the model of talent management that is more abreast of change. The findings also imply that such integration improves not only the utilitarian aspects of operational effectiveness but also the altruistic aspects of strategic HRM objectives of attracting and developing high performers. This study adds to the extant literature on today's contemporary HR management practices, and it provides relevant suggestions for private organizations to remain competitive with advancing digital technologies throughout the contemporary period.

*Keywords:* Job Enrichment, D.H.R.P.; Partial Least Square-S.E.M; Higher Management; Talent Management

## 1. Introduction

### 1.1 Job Enrichment:

Job enrichment is a fundamental concept in the field of organizational administration and human capital, aimed at enhancing the quality of employees' work experiences and overall job satisfaction. It involves the redesign of job roles to make them more challenging, meaningful, and aligned with the skills and interests of employees. By providing employees with greater autonomy, skill variety, and opportunities for personal growth, job enrichment aims to improve motivation, engagement, and productivity.

The concept of job enrichment was first introduced by the psychologist Frederick Herzberg in his "Two-Factor Theory" of motive in the late 1950s. Herzberg identified certain factors as "motivators" that contribute to job satisfaction and intrinsic motivation, and job enrichment is a key element in this framework. It follows logically that finding work with intrinsic value leads to increased drive and happiness among employees.

Implementing job enrichment can result in numerous benefits for both employees and the organization. It can lead to expanded work pleasure, greater ranks of commitment, lowered revenue, improved productivity, and better overall organizational performance. By recognizing and addressing employees' needs for meaningful work and personal growth, job enrichment contributes to a positive work environment and can be a crucial strategy in talent management, particularly in appealing to and holding higher talent.

However, it's essential to tailor job enrichment initiatives to the specific context of each organization and consider the unique needs and preferences of individual employees. An effective job enrichment program considers the organization's goals, the character of the effort, and the abilities & aspirations of its workforce. When implemented thoughtfully, job enrichment can be a powerful tool for fostering a motivated and dedicated workforce, contributing to the longstanding victory of the administration.

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## 1.2 Digital Human Resources Practices:

The Human resources (HR) divisions in developed nations have boosted their effectiveness in recent years by integrating digital human resource management (D.H.R.P.) technology. D.H.R.P. research and implementation, on the other hand, are still in their early phases in developing countries. However, there have been numerous cases when authority entities attempted (partly) to include D.H.R.P. systems and encountered a variety of hurdles [11]. One of the challenges is a lack of competent people with D.H.R.P. systems [12], as well as a paucity of new IT technologies in private firms [14].

This research seeks to determine how D.H.R.P.A affects TM's capacity to handle the evolving workforce within the education sector. Currently, Facebook and Apple provide their workers with novel reproductive choices like egg freezing to draw highly qualified women applicants and let them concentrate exclusively on their occupations. Ingram (2016), meanwhile, identified a linkage connecting staff administration & corporate effectiveness, specifically the ability to bridge gaps in faculty managing aspects. By enhancing the caliber of HRM processes through workflow revisions, performance management enhancements, and more efficient compensation schemes, D.H.R.P. ultimately boosts overall organizational efficiency.

Prior research has established that Higher management support plays a crucial role in different academic contexts [1]. However, this study focuses deeper into the dynamic partnership between top leaders and Higher management support within organizations. It specifically investigates how top management fosters the implementation of organizational strategies, relying on their comprehensive understanding of the business obtained via exhaustive analysis [3]. This process allows senior executives to provide strategic direction while drawing upon their years of experience inside the firm (ibid.) Our innovative inquiry develops a novel theoretical structure and empirically assesses its predictive power by providing concrete proof of how Human Resources Management (HRM) affects talent management using Higher management backing acting as a mediator channel.

## 1.3 Need of the Study:

In competitive sectors, private institutions are always looking for ways to raise the productivity of their workforce. Analyzing the effect of job enrichment and digital HR practices can tell us about how these processes impact employee performance, contributing to a more productive organization. In attracting and retaining top talent, private institutions are facing stiff competition. A comprehensive study could help managers understand how work enrichment and digital HR are impacting talent attraction and retention strategies so that they can provide organizations with effective means to recruit skilled professionals.

Job enrichment and employee engagement are closely related. The relationship between digital HR practices and job enrichment can provide private institutions with practical advice on how to create a better work atmosphere and improve employee engagement and satisfaction. By clarifying the effect of job enrichment, and digital HR practices on talent management, private institutions can adjust their models for identification investment in key talents.

This study can assist in the synchronization of job enrichment and digitalized HR practices with these organizational objectives so that HR strategies are aligned with the overall institutional mission and vision. In terms of workforce challenges, skills gaps, and employee retention are two that differ for private institutions. Exploring the influence of job enrichment and digital HR practices helps institutions preempt such problems, cultivating a flexible, robust workforce. Studying the overlapping themes of job enrichment, digital HR practices, and talent management provides practical guidance for scholars as well as managers. These results can serve as a reference for future investigation, and they also provide some pointers to the HR Management of private firms.

## 1.4 Research Objectives:

1. To evaluate private institution's optimization of internal human resources abilities:
2. To study the influence of nuanced occupation development in private sector institutions regarding worker dedication & contentment.
3. To assess Digital HR Systems' adoption and efficacy in private institutions.
4. To invest in delving into the significance of top-level backing for molding talents handling designs.

## 1.5 Research Questions:

1. What are the private institutions' current strategies for managing talent, along with evaluations of their success in drawing, retention, and development of superior human resources?
2. In which measure of private entities does job enhancement implementation reach and what influence does this carryover carry toward worker enthusiasm toward work?
3. How has digitization transformed private institutions' approach toward HR operations and personnel development?
4. To what extent do senior leaders provide backing & commitment regarding abilities deliberately created plans inside personal foundations?

## 2. Literature Review:

### 2.1 Job Enrichment

This standard work introduced the Work Attributes version [3], which emphasized five basic work dimensions: talent variation, job character, job implication, sovereignty, and response. The study provided empirical evidence that jobs with high levels of these characteristics led to improved job satisfaction, motivation, and overall job performance. This meta-analysis examined the validity of the Job Characteristics Model across various studies [6]. It found that the model's job characteristics were indeed related to key employee outcomes, such as work fulfillment & performance. However, the investigation also highlighted the importance of considering contextual factors.

This study extended the understanding of job enrichment by examining its effects at multiple levels (individual, group, and organizational [7]. It highlighted that job enrichment can have positive effects on various outcomes, including employee attitudes and performance, but these effects might also depend on factors at the group and organizational levels. While not solely focused on job enrichment, this study explored the relationship between burnout, job performance, & the use of variety, optimization, & reward strategies [9]. It highlighted the importance of job enrichment as a compensation strategy, suggesting that it can help counter the denial impacts of burnout on work performance.

This study introduced a framework for understanding dynamic work, including changes in job tasks over time, [8]. While not solely focused on job enrichment, it provided a valuable perspective on how jobs can be designed and adapted to meet the changing needs and challenges faced by employees. Together, these studies underscore how job enrichment affects employee motivation, satisfaction, and output. Work complexity requires the examination of various environmental influences during the analysis of job enrichment.

### 2.2 Talent Management:

In academic circles, labels including critical roles' employees, high potential, or exceptionally gifted people highlight those displaying remarkable abilities. A thorough examination of TM incorporates this array of talents. To address the crucial role that business requirements, portray in this field of study known as talent management, [10] highlighted how it affects both professionals and researchers. One recurring issue in investigations of TM is the underlying belief that natural aptitude guarantees enhanced organizational efficiency. Notwithstanding its widespread usage, the meaning behind "Right" Talent remains obscure. Due to varying business settings and needs, no definitive answer exists regarding "The Right" skills requirement per organization. This shared foundation leads to an absence of a theoretical basis in Talent recognition [5]. In a study published by [13], various interpretations of talent were explored, with a focus on distinguishing 'talent as thing' versus 'talent as experience.'

Their findings also highlight the connection between workplace morale and engagement with talent pool concepts. Engaging employees in intrinsically rewarding assignments with room for progress leads managers to develop successful retention strategies. As per [11] developing skills is paramount because it promotes the attainment of organizational objectives, fulfills essential requirements, and acts as a catalyst for formulating effective plans. Moreover, cultivating and nurturing top-notch talents through targeted training will significantly contribute to the overall healthy growth of higher education sector companies.

### 2.3 Digital Human Resource Practices

By implementing effective staff planning techniques, businesses may boost overall output, while successful HR policies contribute toward improved job satisfaction among employees [1]. Understanding how "D.H.R.P." employs network technologies to streamline HR functions, including electronic hiring, training sessions, and candidate sourcing. Utilizing the corporate D.H.R.M software, human resources administrators assign specific duties to contracted third parties for coordination purposes. Findings of [9] highlight that it plays a role in human resource functions such as onboarding, career development, wage distribution, evaluation systems, and professional coaching [12]. Cited by [15], many principles related to D.H.R.P. come into play.

In their studies, [20] highlight the importance of D.H.R.P., which encompasses an integrative technological approach tailored toward harmonizing workforce conduct with corporate initiatives. Among the various forms of D.H.R.P. are electronic platforms like virtual, intranet, web-based, etc., complemented by different workforce administration processes and entry points [14]. To efficiently manage human capital, modern HR practices must supplant conventional HRM methods. Following research by [16], improvements in tech have greatly raised operational productivity by substituting personnel tasks with computerized systems. In addition, the refinement of H.R.M.'s tactics has bolstered its overall productivity.

The research was conducted by [17] on E.H.R.M. Practices and Operational Efficiency. Operational Efficiency was the dependent variable in this study, and E-Compensation and E-Performance Appraisal were the independent variables. They discovered that E-Compensation and E-Performance had a positive and significant impact. Evaluation of operational performance following the use of a convenience sample via survey questions and interviews [19]. These discoveries highlighted the importance of E-performance evaluation and tying rewards to job functioning (E-compensation) when attempting to anticipate alterations in workplace output. According to [18] the work environment's prioritization of pay and bonuses likely caused this occurrence.

#### 2.4 Support of Higher Management:

Utilizing a broad definition, our research focuses on those at senior levels whose influence can drive employee efforts toward alignment with business strategies. How successful was IT integration, deployment, and improvement due to TMS? In contrast to [21] focus on ERP's significance, [19] findings demonstrate that TMS acts as a complementary element in fostering seamless data transmission via cutting-edge IT technology. Both essential for allotting vital assets and illustrative of staff value, higher administration backing receives the utmost attention.

Additional assistance is necessary from upper management regarding how humility's influence on projects varies under varied conditions. Modest project managers need backing from top executives to ensure project success. Research shows that these two elements—project managers leading the charge and executive backing—are crucial in a higher ed setting, according to [22]. According to some, TMS's cutting-edge technology facilitates reliable and comprehensive data transfer, bolstering SC resistance.

### 2.5 Theoretical Framework:

The conceptual basis of a research study is provided by a theoretical framework. When considering talent management in private institutions from the perspective of both job enrichment and digital HR practices, there are several theoretical perspectives. Below is a proposed theoretical framework integrating relevant theories and concepts:

#### 2.5.1 Job Enrichment Theory:

**Concept:** Other ways of enriching existing jobs are to increase autonomy, variety, and responsibility. This form of job design is called 'job enrichment'.

**Application:** The application of Adams' Equity Theory and Hackman and Oldham's Job Characteristics Model can help us understand what job enrichment does to employee motivation and satisfaction. performance level.

#### 2.5.2 Digital HR Practices Framework:

**Definition:** Digital HR refers to the application of technology to simplify HRM, incorporating areas like recruitment & selection, enactment & employee engagement.

**Application:** The TAM and the UTAUT model can be utilized to understand how employees & HR professionals view digital HR practices, as well as acceptance issues.

### 2.5.3 Talent Management Theory:

**Definition:** In contrast, talent management is the systematic recruiting, selecting, cultivating, and developing of individuals who are believed to be especially capable or superior in value.

**Application:** employs the 9-Box Grid Model and Resource Based View (RBV) to assess how talent management strategy is aligned with organizational objectives, contributing toward sustainable competitive advantage.

### 2.5.4 Social Exchange Theory:

**Definition:** This theory goes into the relations between individuals and organizations. It stresses that interchange resources benefit in both directions.

**Application:** This theory can be used to explore the mutual relationship between employees and the organization in such matters as job enrichment, digital HR practices, and talent management.

### 2.5.5 Human Capital Theory:

**Definition:** Human Capital Theory states that funds spent on education, training, and staff development are an investment in the whole business.

**Application:** This theory can be used to explain how job enrichment and practitioners of digital HR create human capital within the organization, which in turn has consequences for talent management.

### 2.5.6 Psychological Contract Theory:

**Definition:** This theory is about the unspoken beliefs & contracts between employees and employers.

**Application:** Thus, this model provides a useful starting point for studying how job enrichment and digital HR impact psychological contracts. This influences employee loyalty, commitment, and discretionary effort in talent management activities.

### 2.5.7 Organizational Learning Theory:

**Definition:** According to Organizational Learning Theory, continuous learning and knowledge-sharing are very important within an organization.

**Application:** Therefore, this theory can be applied to determine whether and how digital HR practices aid organizational learning and knowledge transfer.

Thus, by incorporating these theories the theoretical framework provides an overarching lens through which to explore and examine those complex links among job enrichment, digital HR practices, and talent management in private institutions. This framework provides direction for researchers in designing studies, collecting data, and interpreting results.

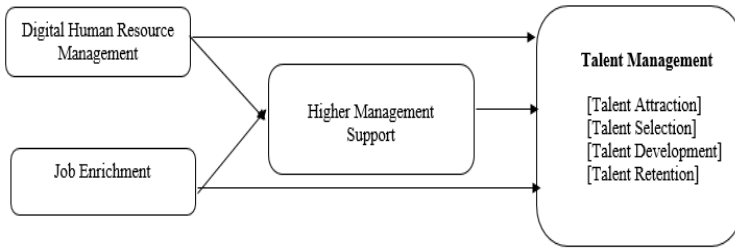
## 2.6 Problem Statement:

The advancement in technology and uncertainty of the labor market have created hours of change in the approach towards talent in private institutions. Conventional methods of managing human resources are being threatened by the appearance of more effective, progressive, and intriguing systems for sourcing talent, motivating them, and building their careers. Job enrichment and digital HR practices are some of the most critical approaches in this shift. Nevertheless, there is still this huge gap in knowledge regarding the joint impacts of these practices on talent management in private institutions.

Job enrichment, which entails the process of redesigning employee jobs to make them more meaningful, has been accredited for its efficiency in improving satisfaction and performance among employees. While researchers predict numerous benefits of job enrichment, the application of its concept in the contemporary environment, characterized by intermediary digital technologies is vague. Similarly, HR technological tools such as recruitment systems that employ technology, artificial intelligence systems for performance management as well as technological-based training systems aid in the enhancement of the functions of HR while at the same time providing analytical information. However, there is limited research that has analyzed the combined relationship between these digital practices with conventional approaches to job enrichment and regarding the effect of all these practices on talent management in terms of employee engagement, retention rate, and

organizational performance which still has remained unclear.

With stiff competition reigning from the other institutions, the private institutions are within a fix of implementing efficient TM strategies within the above-stated dynamics. One of the main issues is the absence of vast literature on the relationships between job enrichment and digital HR practices to talent management. This study aims to fill this void by analyzing the impact of these practices in totality and presenting findings that private institution’s human resource departments can use to further improve their strategies. In so doing, it seeks to offer input towards the creation of better capable, adaptive, and efficient talent management paradigms that are requisite for competitive advantage within the dynamic business climate of the modern global economy.



Source: Self-Conceptualized Model

### 3. Research Methodology:

Quantitative methods and descriptive designs were used in this study. According to the information provided, the sample size accounts for 13055 administrators sourced from seven private higher education institutions throughout 2022. Administrative individuals within higher learning environments make up the sample pool for examinees [23] increasing the sample size to 500 alleviates any likelihood of biased responses [21]. Selecting seven top private institutions from Punjab's northern, eastern, and southern regions was part of the research investigation according to respective geographic backgrounds. Proportional and straightforward random sampling techniques were employed for analysis. To conduct a random sampling study following [12] guidelines, first create a well-structured segment layout and next, use arithmetic methods to choose your sample frame features; finally, track down the exact samples you've chosen with precision.

#### 3.1 Data Collection Technique

The participants completed a self-driving questionnaire designed by researchers in Punjab, India during the study. Investigating whether reducing costs involves eliminating machinery and materials, such as computer programs, on which to conduct research. In essence, the adapted questionnaire constitutes a combination of innovative approaches gathered from past investigations. Modified survey formats yield a clearer picture of the research study constructs. Spanning four dimensions—attraction (A), selection (S), development (D), and retention (R)—talent management serves as the dependent variable. Each dimension has six items. From these sources came the adaptation and implementation of Digital Human Resource Management (D.H.R.P.). Not a single item (ER, ES, EP, EC, ED) exceeds five questions long. Furthermore, higher management support was adapted to cater specifically to the context of this privately funded institution.

### 4. Data Analysis

Using PLS-SEM, the questionnaire data is analyzed, and hidden relationships are uncovered within. Data representational sufficiency being critical to analysis, the researcher leverages a methodical approach courtesy of data mining. Moreover, it assessed the relevance of findings by employing Smart PLS 4.0; this statistical tool helped determine whether the model or framework it formulated accurately reflected the underlying system. A further investigation reveals insights into the mediational function conducted by superior administration supporting the connection involving D.H.R.P. with motivation capabilities. Various arguments support the implementation of PLS-SEM processes. Investigating cause-and-effect relationships among existing concepts lies at the core of this research endeavor.

Employing PLS-SEM as the analytical framework, it investigated data amassed by questionnaires within the bounds of this examination project. Utilizing empirical data and subjective causal

inferences, PLS-SEM offers a statistical means of analyzing cause-and-effect relationships. Originality and innovative solutions through research form part of how SEM works. Comprising separate entities with integrated functions, they hold synergy through interconnection. Connecting active variables with those that are quantified, the prediction model establishes relationships. Where active ingredients meet inert ones, that sector forms. Incorporating the reflective-reflective Type 1 model, this analysis expands on previous research. Reflective calculation occurs among base structures. As described by Lohmann (1989), these models exhibit a hierarchical configuration whereby numerous aspects converge into a unifying element. Since identifying these common factors is crucial in many analyses, where the last events involved multi-dimensional scaling, this technique performs well.

**5. Results:**

Attaining a 90% response rate from all questionnaire recipients yielded us 450 accurate responses. The study's objectives formed a crucial part of the analysis leading to the present result along with respondents' failure to answer all required questions resulting in missing data constitutes a considerable problem. To ensure accuracy, frequency and missing value assessments were conducted on every measuring instrument in this review. Based on the analysis of screened variables, modestly missed values were filled with measured median quantities. Curiously situated, these deviant statistics are discussed by [20] about multivariate assessments. Throughout [15], prominent outliers are recognized bypass marks significantly surpassing four. Statisticians identify data points with Z-scores beyond  $\pm 4$  as unusual occurrences.

**5.1 Multi-Collinearity and Data Normality Evaluation**

According to measurements by [14], it was next checked whether these variables display typical patterns following confirmatory factor analysis results. Verify exhibit two underneath suggests every merchandise employed inside the dimension manner had skewness and kurtosis values this is worse than -2. zero and four. Zero individually indicating appropriate unfold of records data following Statistical Act requisites. Clearly showing compliance with the multiplied distributions' distribution criteria was this data. Moving onward with the discussion, there's adequate ground for extra probes. In this research [26], it was evaluated how well the structural model addresses collinear relationships. The correlation between variables ought not to exceed 0.80. Conversely, inspection of Table 3 reveals the absence of issues regarding co-linearity among either structural equation components.

Table 1:  
Normality  
&  
Variability

	Skewness	Kurtosis
Talent Management		
Higher Management Support		
D.H.R.P.		

Table 2: Correlation Analysis

Talent Management	Higher Management Support	D.H.R.P.	
Talent Management		1.000	
	Higher Management Support	0.796 (0.000)	1.000
	D.H.R.P.	0.695	0.559
1.000			(0.000)
(0.000)			

Source: Data extracted from private higher education institutions in Punjab, India

**5.2 Reliability and Validity**

Internal consistency was applied to determine reliability ratings and relevant figures. In contrast, the standard deviation of individual items was below 0.3, suggesting exemplary uniformity exists between them. In this case, transparency suggests whether the merit of reliable findings has been maintained. Nevertheless, factors such as insufficient coherence warn against optimal dependability. It's crucial to look beyond reliability alone during validation because it contends a more comprehensive evaluation (AVE also known as generalizability is required.)

To gauge divergent legitimization through validation analysis—involving use of the Fornell-Larcker table in question, followed by determination if the respective AVE figures surpass 0.5 benchmarks overall examines preservation quality parameters adequately during testing processes immediately subsequent thence now consequently keeping in view validation orientation accordingly enduringly displaying apparent functionality standards objectively undergone subjective judicious considerations being discarded perhaps unnecessary further reflections likewise needless formalizing obtuse generalizations without value nor sensitivity to address particular situations now dealt with successfully within range set now existing beside keeping relatively close proximities thus gaining relative insights into adaptable alternative measures leading decisively where possible keeping relatively close providential hints provided superfluously exactly adaptively accomplish practical ambitions incontestably assuming innate versatility and comprehensive awareness across enterprises. To solidify validity, let the square root of AVE surpass the correlative link between each variable in question. Evidencing consistency with the criteria set forth for discriminant validation, Table 5 indicates that the variables conform to each other.

**5.3 The Results of the Structural Model Analysis**

To initiate Smart PLS Structural Equation Modeling, developing a theoretical research framework or a modeled visual representation comes first. These transformations seamlessly integrate SmartPLS 4.0. visualizations with the analysis approach. Commencing from D.H.R.P., Greater Administration Participation, and Hiring Command (Figure 1), the frameworks prevalently were mirrored throughout different regions. In addition, it added arrows linking the concepts. The course of research follows suit with the suggested directions laid forth by related work. Curved singles remain static; only movement illustrates the causative connection. Here's how it arrives at the default forecast within Figure 1 (also displaying relevant figures):

Table 3: Loading and Inner Reliability of the Measuring Model

Variables	Loading
Talent Management	
Attractive Talent	
A.T.#01	0.801
A.T.#02	0.890
A.T.#3	0.901



A.T.#4	0.826
A.T.#5	
A.T.#6	

Talent Develop ment	0.831
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T.D.#01	
T.D.#02	

T.D.#03	0.676
T.D.#04	0.737
T.D.#05	0.750
T.D.#06	0.805
Talent Retention	

T.R.#01	0.81
T.R.#02	0.861
T.R.#03	0.886
T.R.#04	0.880
T.R.#05	0.792
T.R.#06	0.822
Talent Selection	

T.S.#01	0.811
T.S.#02	0.823
T.S.#03	0.861
T.S.#04	0.873
T.S.#05	0.813
T.S.#06	0.778
D.H.R.P.	

E- Recruitm ent	
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E.R.#01	0.717
E.R.#02	0.865
E.R.#03	0.886
E.R.#04	0.881

	E.R.#05	0.828
	E- Selection	
	E.S.#01	0.859
	E.S.#02	0.881
	E.S.#03	0.864
	E.S.#04	0.743
	E.S.#05	0.804
	E- Performa nce	
	E.P.#01	0.854
	E.P.#02	0.851
	E.P.#03	0.884
	E.P.#04	0.672
	E.P.#05	0.786
	E- Compens ation	
	E.C.#01	0.717
	E.C.#02	0.785
	E.C.#03	0.755
	E.C.#04	0.770
	E.C.#05	0.813
E-Discipline		
	E.D.#01	0.738
	E.D.#02	0.835
	E.D.#03	0.785
	E.D.#04	0.832
	E.D.#05	0.861
Higher Management Support		
	H.M.#01	0.788
	H.M.#02	0.828
	H.M.#03	0.853
	H.M.#04	0.795
	H.M.#05	0.852
	H.M.#06	0.845
	H.M.#07	0.85
	H.M.#08	0.812
	H.M.#09	0.87
	H.M.#10	0.863

Source: Data extracted from private higher education institutions in Punjab, India

Table 4:	Fornell-Larcker condition assessment to check discriminant authenticity		
	D.H. R.P.	Talent Management	Higher Management Support
D.H.R.P.	0.812		

Talent Management	0.637	0.613	0.826
Higher Management Support	0.748	0.547	

Source: Data extracted from private higher education institutions in Punjab, India

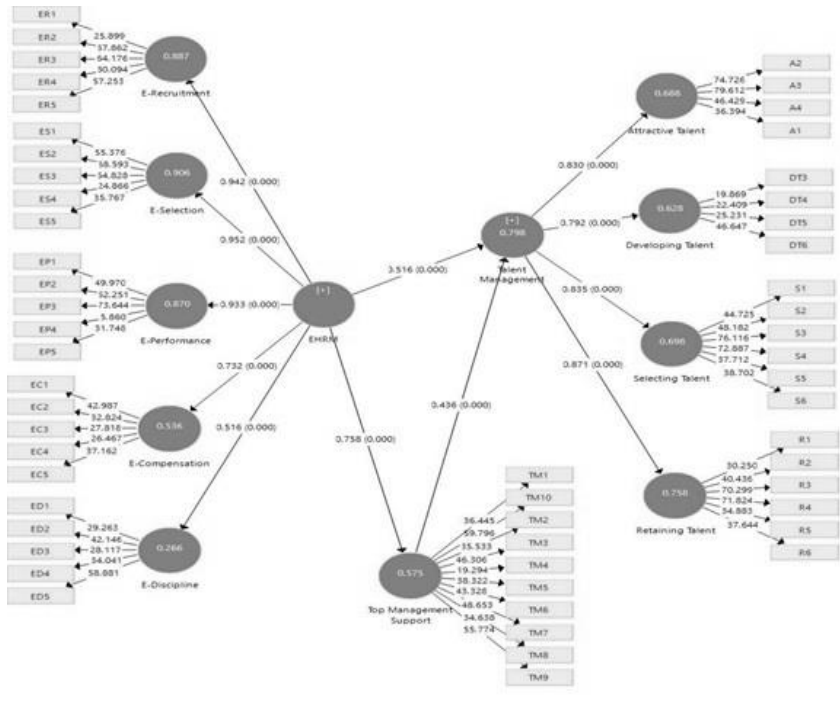


Figure II: SmartPLS -SEM Result

Table 5.0 Path Coefficient Description

Talent Management	0.0360.062
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D.H.R.P.->Talent Management

D.H.R.P.->Talent Management	Higher Management Support
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Higher Management  
Support-> Talent  
Management

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Source: Data extracted from private higher education institutions in Punjab, India

As per review of Table 5, the statistics demonstrate the structural equation modeling prowess. Moreover, each construct's result is shown along with its associated values such as Path Coefficients, Standard Deviation, and Probability Value. Notably, there exists a corresponding link between D.H.R.P. and talent management according to these findings. The investigation indicates an approximately parallel connection b/w D.H.R.M increases + respective rises >D.T.M< inside \*Punjabi private tertiary\*\* higher education establishes < Substantive statistics demonstrate unity between D.H.R.P. admittance permissions and remunerations of higher management posts. Analysis shows that rising D.H.R.P. levels correspond with an associated growth in managerial endorsement, of approximately 0.758%.

According to the investigation into faculty support across private colleges & universities situated within Punjab, a slight augmentation (>1%) within managerial approval rates correlates proportionally with an uptick (nearly half a percent) inside efficacious handling of personnel skillsets. Notably, an essential revelation drawing apt attention demonstrates that the predictive quality of Las events reaches further than a specific point (Q2) regarding investigational stakes. Moreover, the separate effect of the exogenous Laas function on tFactor had little consequence according to studies, while the total variance in the dependent variable could still, be explicated via independent variables with only limited influence possessed by these factors.

**5.4 Testing the Higher Management Support as a Mediator in the Relationship between D.H.R.P. and Talent Management**

Before examining the impact of Higher Management Support on organizational performance through other factors within the context presented by the literature review, the investigator conducted an initial evaluation focused solely on the direct impact of this factor. Highlighting direct impact and overall influence route variables using bootstrap methodology with (450 tests) (5000 subgroups) and unbiased testing resulted in (italic)the table showed(italic) (italic). Calculate the proportion of variation attributed to the indirect impact on the entire result [14]. The following is the VAF computation formula:

$$VAF = \frac{\textit{The Size of the Indirect Effect}}{\textit{The Total Effect}}$$

Interactions between contributing elements give rise to an indirect link when partial mediation (VAF <80%) occurs. Following this logic, complete mediation ensues when VAF surpasses 80%. As per [14], it was observed (see Table 6) that Higher Management Support partially mediated the relationship between D.H.R.P. and Talent Management among private higher educational institutes in Punjab, India.

Table 6: Intermediation Impact of Higher Management Support on Correlation between D.H.R.P. and Talent Management

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Construct

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Direct Model		
Direct effect	D.H.R.P.	->
	Talent	
	Management	

Mediation Model			
Indirect effect	D.H.R.P.	-	
	>Higher Management Support		
Total effect	Higher Management Support	->	
	D.H.R.P. ->Talent Management		
Variance Accounted For (VAF)	Higher Management Support -> D.H.R.P. ->Talent Management		Partial Mediation

Source: Data extracted from private higher education institutions in Punjab, India

## 6. Discussions and Conclusion

This study emphasizes the significance of top management support for the successful implementation of Digital Human Resource Practices (D. H. R. P.) and Talent Management strategies in private higher education institutions in Punjab, India. In line with the research objectives, findings from the analysis above indicate that D. H. R. P. has a positive direct effect on the Talent Management variable, as Higher Management Support partially mediates the relationship. This means that although many of the private colleges' Human Resource Management divisions appear to be headed in the right direction, the process must be supported by upper-echelon endorsement and action to speed up the process. Therefore, these findings support earlier studies indicating the management's contribution in creating conditions that facilitate talent development and adopt innovative HR practices, which has been discussed in other works, such as [3] and [16].

The study further underlines how D. H. R. P. tactics can act as critical success factors to improve work climate and provide fair reward for professional employees; the results of which supports the assumption that techniques for D. H. R. P. can be said to enhance effectiveness at private tertiary institutions. This supports the earlier research studies conducted by [12] and [18] which expounded the significance of digital HR practices to increased organizational performance and employees job satisfaction. The study also shows that leadership should embrace and incorporate technology and talent management solutions for smooth running of the departments and establish and maintain certain distinct competitive strategies.

It brings about the understanding of this study regarding the relationship between the variables of the DHRM framework, namely Digital Human Resource Practices, functional Higher Management Support, and Talent Management for private higher education institutions in Punjab, India. Therefore, the study recondensation supports the idea that the executive-level commitment and utilization of D. H. R. P. standards are mandatory in executing innovations in human capital management and achieving value in talent management plans. To maximize their workforce, private universities should evaluate the effectiveness of their Human Resources division, incorporate modern technologies in HRM, and synchronize talent management initiatives to its strategic direction.

Summing up, this study can prove useful in understanding the relationships between Digital Human Resource Practices, Higher Management Support, and Talent Management in the selected private Higher Education Institutions in Punjab, India. From the results, it can be highlighted that the commitment and the application of D. H. R. P. standards at an executive management level are essential prerequisites for the introduction of innovations in human capital management and the generation of value in talent management programs. Here is how private universities should establish their best-in-class workforce: The Human Resources division; Adopt modern technologies; and Talent management initiatives that is sympathetic to their strategic plans. The study consequently revealed the need for multifaceted approaches that enhance the anti-discrimination policy and open hiring practices across various sectors. Issues related to talent attraction and development are critical in education, and reasonable personnel acquisition and management policies need to be incorporated to address the workforce directly. However, since the study is based in Punjab, India, it is not possible to generalize these results; nevertheless, the observed data can be used as a starting point when

studying other types of similar institutions in other countries, for example, advanced private higher education institutions. Further research should also consider factors like the size of the institution, the location of the workplace, and the extent of the D. H. R. P policy to expound how digital HR practices, management support, and talent management studies in the contemporary environment for higher learning

## 7. Limitations & Future Scope:

Although the present study has successfully established the links between the variables, namely Digital Human Resource Practices (D. H. R. P.), Higher Management Support, and Talent Management in private higher education institutions across Punjab, India, there are certain constraints of the study that present further research possibilities. Secondly, even though the study relates to developing countries, specifically Punjab, an extension of the results to other regions or countries may not be proper. The future works could undertake a geographic generalization which would develop cultural and economic diversities and would help in making international comparison and more over for making better apprehension of these concepts.

Empirical evidence suggests a synergy between human resource management (HRM) mechanisms and institutional context in private educational institutions; however, some scholars argue that resource constraints hinder rather than facilitate exploitative and exploratory HRM practices. While intriguing, these conclusions likely deviate significantly across various populations. Including key and moderating influences, the analysis investigates how D.H.R.P. affects talent management. It may be useful for subsequent investigations to delve into certain mediatorial factors involved (e.g., job satisfaction, job integration, job social exclusivity, D.H.R.M contribution, and job pressure among workers).

Secondly, the research mainly focuses on private HE institutions. There should be research studies concerning how these dynamics are likely to occur in principal organizations or in other industries to get a broader perspective on D. H. R. P. and talent management in organizations. Furthermore, the measurement of the study is cross-sectional, which limits the assessment to a specific period only. More, possibly, longitudinal research initiatives could be beneficial to better understanding the dynamics of these variables and the nature of their interdependence because of the latest tendencies in the use of digital technologies as well as in managerial practices. The research also provides suggestions for the other antecedent and/or mediating factors that would need to be explored in future investigations. Possible future research areas could further investigate individual mediatorial aspects like satisfaction with the job, degree of job integration, organizational climate, and prevailing stress among employees. These could offer a more informed view of D. H. R. P.'s impact on talent management results. Lastly, even though the study recognizes that technological adoption is vital for practicing HR practices in a contemporary manner, the subsequent research might explicitly analyse the connection between the technologies and applications, and the talent management procedures. This might involve looking into how AI-based applications for recruitment work, or the use of big data in performance reviews, or the adoption of VR in training avails. In overcoming these limitations and discussing these future research avenues, scholars can extend from this study's insights, enhancing knowledge regarding the dynamics between digitized HR practices, management support, and talent management within developing educational and organizational contexts.

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