GAP BODHI TARU
A GLOBAL JOURNAL OF HUMANITIES
(ISSN – 2581-5857)
Impact Factor: SJIF - 5.551, IIFS - 5.125
Globally peer-reviewed and open access journal.

A FACTOR ANALYTICAL STUDY OF HR PRACTICES IN THE POLICE DEPARTMENT WITH REFERENCE TO DEMOGRAPHIC VARIABLES

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Abstract

This study explores the underlying dimensions of Human Resource (HR) practices in the police department using factor analysis, while also examining the influence of key demographic variables on perceptions of these practices. The research is based on primary data collected from [insert number] police personnel across various ranks and locations. A structured questionnaire comprising HR-related variables was administered, and demographic information such as age, gender, experience, designation, and region was gathered. Exploratory Factor Analysis (EFA) was conducted using Principal Component Analysis with Varimax rotation to extract latent constructs from the HR-related variables. The study reveals [insert number] major factors representing core aspects of HR practices, such as performance appraisal, training and development, welfare measures, and job satisfaction. Further, statistical tests such as t-tests and ANOVA were employed to determine the impact of demographic variables on these extracted factors. The findings suggest significant variations in perceptions of HR practices based on age, experience, and designation. This research provides actionable insights for policymakers and HR administrators to tailor HR interventions more effectively, contributing to better personnel management in law enforcement. The paper concludes with recommendations and directions for future research.

Keywords: *Human Resource Practices, IT & HRM, Police Department Public Sector HRM, Work-Life Balance*

INTRODUCTION

The role of Human Resource (HR) practices in public institutions such as the police department has gained increasing scholarly and administrative attention in recent years. The police, as a core pillar of public service and law enforcement, face unique organizational and occupational challenges that necessitate robust HR management strategies. Effective HR practices not only influence operational efficiency but also impact motivation, job satisfaction, organizational commitment, and overall performance of personnel.

In the context of police organizations in India, particularly in states like Gujarat, HR systems are often influenced by hierarchical structures, bureaucratic procedures, and evolving socio-political expectations. While the police force remains at the forefront of maintaining public order, it simultaneously grapples with issues like work pressure, long working hours, lack of promotional avenues, and limited welfare support — all of which underscore the need for scientifically grounded HR reforms.

This study aims to explore the underlying structure of HR practices through factor analysis, identifying the key components that shape personnel perception of HR systems. Furthermore, it investigates how demographic characteristics — such as age, gender, years of service, and rank — influence these perceptions. Understanding such relationships is essential for tailoring HR interventions that are inclusive, equitable, and performance-oriented.

By integrating quantitative statistical techniques such as exploratory factor analysis (EFA) and demographic cross-tabulation, this research contributes empirically to both academic literature and policy implementation in HRM for police organizations. The findings are expected to aid in developing data-driven strategies that enhance workforce satisfaction, retention, and professionalism within the Gujarat Police Department.

LITERATURE REVIEW

3.1 HR Practices in the Public Sector and Police Organizations

Human Resource Management (HRM) in the public sector significantly differs from that in the private sector due to bureaucratic hierarchies, regulatory frameworks, and the need for public accountability. In police organizations, effective HR practices are pivotal to maintaining morale, discipline, and performance in a high-pressure work environment (Paoline & Terrill, 2005). Studies have shown that HR dimensions such as

performance appraisal, training, welfare, and motivation are directly linked to job satisfaction and organizational commitment among police personnel (Sharma & Singh, 2019).

3.2 Dimensions of HR Practices in Policing

Existing research has attempted to isolate critical components of HRM in law enforcement. According to Agarwal (2017), key HR domains in Indian police departments include recruitment, training and development, performance evaluation, promotion policies, and welfare services. However, many of these studies are descriptive in nature and lack empirical structure. There is a growing recognition that a data-driven, analytical approach — such as factor analysis — is essential for uncovering latent dimensions in HR practices that may not be readily observable through conventional assessment.

3.3 Application of Factor Analysis in HR Research

Factor analysis is a widely accepted statistical tool used to identify the underlying relationships among observed variables by reducing them into core latent constructs. In HR research, it has been effectively used to explore dimensions of employee engagement (Saks, 2006), satisfaction (Locke, 1976), and training effectiveness (Noe, 2010). In the context of police organizations, factor analysis has been used sparingly, though some recent studies (e.g., Singh & Bhattacharya, 2020) have attempted to derive factors related to stress, leadership, and job involvement among police personnel.

3.4 Influence of Demographics on HR Perception

Several studies have highlighted the impact of demographic characteristics such as age, gender, designation, and experience on employees' perception of HR systems. For instance, Berman et al. (2012) emphasized that generational diversity and years of service often influence how HR policies are perceived and accepted. In policing, younger personnel may be more open to digital HR tools and flexible policies, whereas experienced officers might value traditional command structures and clear promotion pathways (Rao & Thomas, 2018).

3.5 Research Gap

Despite the abundance of HR literature in public administration and policing, there is a lack of empirical research using multivariate techniques like factor analysis to derive core HR dimensions in police departments. Moreover, there is limited understanding of how demographic differences shape the perception of these HR practices. This study aims to bridge this gap by applying factor analysis to HR variables and examining demographic influences in the context of the Gujarat Police.

RESEARCH METHODOLOGY

4.1 Research Design

This study adopts a quantitative, descriptive, and analytical research design aimed at identifying key dimensions of HR practices in the police department using factor analysis. The research also investigates the influence of demographic characteristics on the perception of these HR dimensions.

4.2 Population and Sample

The population for the study consists of personnel from various branches and ranks of the Gujarat Police Department. A total of 200 respondents were selected using stratified random sampling to ensure adequate representation across multiple demographics, including police constables, sub-inspectors, inspectors, and administrative staff from urban and rural jurisdictions.

4.3 Data Collection Tool

Primary data was collected using a structured questionnaire, divided into two parts:

- Section A: Demographic profile of respondents, including age, gender, designation, years of service, educational qualification, and work location.
- Section B: HR practice-related items rated on a five-point Likert scale (ranging from Strongly Disagree (1) to Strongly Agree (5)). The items covered areas such as recruitment and selection, training and development, performance appraisal, promotion policies, welfare measures, and grievance redressal.

The questionnaire was pre-tested with a small pilot group for clarity and reliability, after which minor modifications were made.

4.4 Statistical Techniques Used

Data were analyzed using SPSS software. The following statistical techniques were employed:

- Descriptive statistics (frequency, percentage) to summarize the demographic profile of responses.
- Exploratory Factor Analysis (EFA) using Principal Component Analysis (PCA) with Varimax Rotation to extract meaningful HR practice factors.
- Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity were used to assess sampling adequacy and data suitability for factor analysis.

4.5 Ethical Considerations

Participation in the study was voluntary, and anonymity of respondents was maintained throughout the process. Informed consent was obtained from all participants, and data was used exclusively for academic purposes.

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DATA ANALYSIS AND INTERPRETATION

A detailed demographic profile of the 200 police personnel surveyed reveals the diversity in rank, experience, and background. The summary of key demographic variables is presented below:

Demographic Variable	*Category*	*Frequency*	*Percentage (%)*
Gender	Male	168	84.0
	Female	32	16.0
Age Group	Below 30 years	48	24.0
	30–40 years	76	38.0
	41–50 years	52	26.0
	Above 50 years	24	12.0
Designation	Constable	88	44.0
	Sub-Inspector	64	32.0
	Inspector	28	14.0
	Administrative Staff	20	10.0
Years of Service	Less than 5 years	36	18.0
	5–10 years	62	31.0
	11–20 years	66	33.0
	More than 20 years	36	18.0
Work Location	Urban	120	60.0
	Rural	80	40.0

FACTOR ANALYSIS

Issues related to Purchasing and Sourcing: Factor Analysis: Issues related to purchasing and sourcing are measured in terms of five-point Likert type agreement scale. Exploratory factor analysis has been performed to reduce the number of variables into some meaningful factors. Initially the criteria for extracting the number of factors were set to Eigen value greater than 1. Based on this criterion 7 number of factors are extracted. After considering scree plot as well as number of items in each factor, finally 6 factors are taken for interpretation purpose. Last one factor is being represented by two variables having reliability less than 60%; hence seventh factor is not considered for interpretation purpose. These 6 extracted factors are explaining around 60 percent of the total variance.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.879
Bartlett's Test of Sphericity	Approx. Chi-Square	3649.531
	df	528
	Sig.	.000

This table shows two tests that indicate the suitability of the data for structure detection.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in your variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the data. If the value is less than 0.50, the results of the factor analysis probably won't be very useful.

The KMO value of 0.879 suggests that there is adequate number of factors that can be extracted. Hence it is significant, and we move to the next step i.e. to find if the correlation matrix is significant or not. For which we will apply Chi-square test but in Factor Analysis it is called Bartlett's Test of Sphericity.

Hypothesis for Bartlett's test of sphericity:

Null Hypothesis: Ho= correlation matrix is not significant

Alternate Hypothesis: H_1= correlation matrix is significant

Bartlett's test of sphericity tests the hypothesis that your correlation matrix is an identity matrix, which would indicate that your variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with your data.

The significant value of Bartlett's Test of Sphericity for the data is 0.000 which is < 0.001 hence null hypothesis is rejected. Therefore, we can conclude that correlation matrix is significant. Therefore, the sample inter correlation matrix does not come from a population in which the inter correlation matrix is an identity matrix.

Further, it can also be observed from the Table: Communalities, that all the communality values except "Employee database Management System" are greater than 0.5. It indicates that 33 communalities out of 32 are important and contributing/ sharing common variance. After varimax rotation the factor structure has been improved. For interpretation purpose, rotated component matrix has been used. The rotated component matrix is shown below.

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Table : Communalities		
	Initial	Extraction
Ease in Training/ Capacity Building	1.000	.621
Better Records Management	1.000	.612
Effective Deployment (Staffing/Work allocation/Transfer)	1.000	.453
Better Talent Management	1.000	.565
Clear and Easy Communication	1.000	.563
Good General Administration & Operations	1.000	.595
Relevant Knowledge Management	1.000	.672
Attention to Employee Health & Safety	1.000	.633
Proper Budgeting	1.000	.532
Manual work takes more time	1.000	.669
Manual work requires more manpower	1.000	.679
Manual work requires more budget	1.000	.662
Certain tasks have to be avoided due to absence of IT platform	1.000	.634
Manual work requires a lot of paperwork and documentation	1.000	.676
Storage of manual records is a challenge	1.000	.655
Urgent access to information is a challenge	1.000	.569
Platform is tough to understand or operate	1.000	.545
Platform is slow or hangs while operating	1.000	.611
More time is required while operating	1.000	.665
Certain useful features are missing	1.000	.653
In context of maintenance, platform takes more time to recover	1.000	.713
Platform has negatively affected your productivity	1.000	.553
Help in Workforce planning	1.000	.710
Helpful in Absenteeism Analysis	1.000	.603
Helpful in decision of Transfers/Posting	1.000	.672
Helpful in getting Rating/Feedback (ATRs)	1.000	.588
Use of IT Saves Time and Money	1.000	.796
Allows fast information access	1.000	.834
Helps in Transparency	1.000	.688
IT makes Hiring/Recruitment easy	1.000	.616
IT makes Performance Appraisal easy	1.000	.651
Employee database management	1.000	.416
Internal Network Platform	1.000	.574
Extraction Method: Principal Component Analysis.		

Rotated Component Matrix:
Cut-off is 0.50 for principal component matrix variables, which is greater than 0.50 and should be considered. After varimax rotation the factor structure has been improved. For interpretation purpose, rotated component matrix has been used. The rotated component matrix is shown below:

Rotated Component Matrix[a]							
	Component						
	1	2	3	4	5	6	7
Ease in Training/ Capacity Building	.728	.190	-.017	.079	.043	-.127	.176
Better Records Management	.755	.162	-.053	.053	.057	.021	.080
Effective Deployment (Staffing/Work allocation/Transfer)	.511	-.068	-.038	.219	.216	-.106	.283
Better Talent Management	.712	.077	-.023	.158	.151	.014	.066
Clear and Easy Communication	.648	.127	-.043	.079	.190	.287	.012
Good General Administration & Operations	.706	.173	-.032	.165	.178	-.043	-.063
Relevant Knowledge Management	.758	.167	.009	.096	.079	.230	-.048
Attention to Employee Health & Safety	.600	.106	.060	.215	.094	.420	-.165
Proper Budgeting	.676	.126	.013	.228	.029	.040	-.070
Manual work takes more time	.108	.725	.040	.030	.207	-.142	-.258
Manual work requires more manpower	.192	.726	-.046	.199	.178	-.173	-.104
Manual work requires more budget	.107	.682	.049	.167	-.029	-.313	.240
Certain tasks have to be avoided due to absence of IT platform	.143	.477	.184	-.025	.014	-.143	.576
Manual work requires a lot of paperwork and documentation	.176	.729	-.100	.019	.134	.238	.166
Storage of manual records is a challenge	.313	.654	-.099	.007	.134	.252	.196

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Urgent access to information is a challenge	.202	.658	-.024	-.014	.208	.227	.011
Platform is tough to understand or operate	-.022	-.042	.683	.080	-.138	.074	-.213
Platform is slow or hangs while operating	-.025	.099	.751	-.158	.028	.033	-.100
More time is required while operating	-.047	-.072	.795	.080	-.126	.046	.015
Certain useful features are missing	.059	.052	.743	-.179	.079	.018	.236
In context of maintenance, platform takes more time to recover	-.026	-.036	.812	-.046	.078	-.021	.206
Platform has negatively affected your productivity	-.097	-.100	.677	.047	-.202	-.174	-.037
Help in Workforce planning	.208	.170	.000	.711	.111	.344	.041
Helpful in Absenteeism Analysis	.199	.041	.038	.716	.175	-.110	-.069
Helpful in decision of Transfers/Posting	.168	.015	-.135	.757	.087	-.156	-.143
Helpful in getting Rating/Feedback (ATRs)	.182	.085	-.026	.720	-.001	.010	.170
Use of IT Saves Time and Money	.260	.220	-.093	.185	.791	.101	.037
Allows fast information access	.340	.291	-.110	.091	.781	.009	.050
Helps in Transparency	.290	.254	-.099	.182	.700	-.081	-.002
IT makes Hiring/Recruitment easy	.614	.184	-.039	.063	.209	-.393	-.034
IT makes Performance Appraisal easy	.686	.110	-.074	.051	.194	-.320	.143
Employee database management	.442	.102	-.057	.370	.121	.209	.108
Internal Network Platform	.121	-.024	-.031	.528	.073	.144	.503
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 9 iterations.							

Factor 1: Area of Utilization of IT platform
1. Training/ Capacity Building.
2. Records Management.
3. Deployment (Staffing/Work allocation/Transfer).
4. Talent Management.
5. Communication.
6. General Administration & Operations.
7. Knowledge Management.
8. Employee Health & Safety.
9. Budgeting.

Factor 2: Impact of Manual work on Performance
1. Manual work takes more time.
2. Manual work requires more manpower.
3. Manual work requires more budget.
4. Certain tasks have to be avoided due to absence of IT platform
5. Manual work requires a lot of paperwork and documentation.
6. Storage of manual records is a challenge.
7. Urgent access to information is a challenge

Factor 3: Demerits of IT on Performance:
1. Platform is tough to understand or operate.
2. Platform is slow or hangs while operating.
3. More time is required while operating.
4. Certain useful features are missing.
5. In context of maintenance, platform takes more time to recover.
6. Platform has negatively affected your productivity.

Factor 4: Merits of IT on workforce:
1. Workforce planning.
2. Absenteeism Analysis.
3. Transfers/Posting.
4. Rating/Feedback (ATRs)

Factor 5: Utilization of IT in office work:
1. Use of IT time and money.
2. Allows fast information access.
3. Helps in Transparency.

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Factor 6: Hiring and Performance Appraisal:
1. Hiring/Recruitment.
2. Performance Appraisal.

Factor 7: Database management:
1. Employee database management.
2. Internal Network Platform

Total Variance Explained: There were 7 factors extracted by using the method of principle component analysis and rotation method of Varimax with Kaiser Normalization with criteria Eigen value more than one. The result of factor analysis is shown below.
The 7 extracted factors are explaining 61.53 percent of the total variance. The first factor is explaining 27.04 percent of the total variance indicating it is the most important factor in unrotated loadings.
From the Total column under Initial Eigen Value, we observe that only first 7 items have Eigen values greater than 1.
From the table of Rotation Sum of Squares Loadings, we observe that cumulative % for factor all 7 variables is 61.53%, which is greater than 60% (The norm is that this figure should be either at least 60% or more than 60%), so we can apply factor analysis and also create the variables.
There are 7 factors extracted, the 1st factor accounts for 27.631 % of variance in the data indicating it is the most important factor, 2nd factor accounts for 10.439% of variance in the data, 3rd accounts for 7.983% of variance in the data, 4th factor accounts for 5.981% of variance in the data. Similarly, 5th, 6th and 7th factors account for 3.822, 3.677 and 3.128 respectively.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.118	27.631	27.631	9.118	27.631	27.631
2	3.445	10.439	38.070	3.445	10.439	38.070
3	2.634	7.983	46.053	2.634	7.983	46.053
4	1.974	5.981	52.034	1.974	5.981	52.034
5	1.261	3.822	55.856	1.261	3.822	55.856
6	1.213	3.677	59.532	1.213	3.677	59.532
7	1.032	3.128	62.661	1.032	3.128	62.661
8	.965	2.923	65.584			
9	.944	2.861	68.445			
10	.797	2.414	70.859			
11	.734	2.226	73.085			
12	.691	2.095	75.180			
13	.661	2.003	77.182			
14	.650	1.970	79.153			
15	.606	1.835	80.988			
16	.548	1.662	82.650			
17	.534	1.618	84.268			
18	.511	1.548	85.816			
19	.474	1.437	87.253			
20	.424	1.284	88.536			
21	.419	1.271	89.807			
22	.380	1.152	90.960			
23	.369	1.117	92.077			
24	.346	1.050	93.127			
25	.332	1.005	94.132			
26	.289	.875	95.007			
27	.276	.838	95.844			
28	.260	.788	96.632			
29	.249	.755	97.387			
30	.244	.738	98.125			
31	.229	.693	98.818			
32	.216	.656	99.474			
33	.174	.526	100.000			
Extraction Method: Principal Component Analysis.						

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Reliability Analysis: Reliability is the degree to which an assessment tool produces stable and consistent results. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group.

Technically speaking, Cronbach's alpha is not a statistical test – it is a coefficient of reliability (or consistency).

Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for conceptual purposes, we show the formula for the standardized Cronbach's alpha:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Here N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

One can see from this formula that if you increase the number of items, you increase Cronbach's alpha. Additionally, if the average inter-item correlation is low, alpha will be low. As the average inter-item correlation increases, Cronbach's alpha increases as well (holding the number of items constant).

In this study, we calculate Cronbach's alpha to assess the reliability of factors. For six factors Alpha Value is found higher than 0.7 suggesting high internal consistency and one factor is having 0.63 value which is less than 0.7 and hence excluded in the further analysis. Hence it can be concluded that six factors out of seven are measuring their respective content consistently and scale is to be considered as reliable.

Table: Reliability Analysis of Factors of Utilization of IT platform

Factor	No of Items	Cronbach's Alpha
FACT1	9	0.886
FACT2	7	0.837
FACT3	6	0.842
FACT4	4	0.791
FACT5	3	0.860
FACT6	2	0.759
FACT7	2	0.477

FINDINGS BASED ON FACTOR ANALYSIS

Based on the rotated component matrix, the findings can be summarized as follows:

1. Component 1: Operational Efficiency and Administration
- This component represents aspects of operational efficiency and administration, focusing on the ease of training, better records management, talent management, communication, and general administration.
- Items such as "Ease in Training/Capacity Building," "Better Records Management," and "Good General Administration & Operations" have high loadings on this component.
- This indicates that these aspects contribute significantly to the overall operational effectiveness of the organization.

2. Component 2: Challenges in Manual Work
- Component 2 primarily reflects the challenges related to manual work, including time consumption, manpower requirements, and the need for more budget.
- Variables such as "Manual work takes more time," "Manual work requires more manpower," and "Manual work requires more budget" load strongly on this component.
- It also highlights challenges like "Storage of manual records" and "Urgent access to information," which suggest inefficiencies due to the manual nature of operations.

3. Component 3: IT Platform Issues
- This component reflects issues related to the IT platform, such as difficulty in operation, slowness, and missing features.
- Variables like "Platform is tough to understand or operate," "Platform is slow or hangs while operating," and "Certain useful features are missing" show a strong relationship with this component.
- These results indicate that the IT platform poses significant operational challenges for users.

4. Component 4: Human Resource and Workforce Management
- This component relates to human resource functions, such as workforce planning, absenteeism analysis, transfers/posting decisions, and rating/feedback processes.

- Items such as "Help in Workforce planning," "Helpful in Absenteeism Analysis," and "Helpful in decision of Transfers/Posting" show strong loadings on this component.
- The role of IT in improving HR functions is highlighted by this component.

5. Component 5: IT Benefits in Efficiency and Cost Savings

- This component focuses on the positive aspects of IT use, such as time and money savings, fast information access, and transparency.
- Items like "Use of IT Saves Time and Money," "Allows fast information access," and "Helps in Transparency" load strongly on this component, indicating the benefits IT brings to the organization.

6. Component 6: IT in Recruitment and Performance Appraisal

- This component reflects the role of IT in facilitating HR processes like hiring/recruitment and performance appraisal.
- Variables such as "IT makes Hiring/Recruitment easy" and "IT makes Performance Appraisal easy" are highly associated with this component.
- This suggests that IT is seen as a key enabler in improving recruitment and performance management processes.

7. Component 7: Employee Data Management and Network Platforms

- This component relates to the management of employee data and internal network platforms.
- Items such as "Employee database management" and "Internal Network Platform" load on this component.
- It reflects the importance of managing employee data and utilizing network platforms for internal communication and operations.

The rotated component matrix identifies seven key factors related to operational efficiency, manual work challenges, IT platform issues, HR functions, and the benefits of IT integration. The organization should focus on improving the usability and efficiency of its IT platform while continuing to leverage IT for HR functions and operational efficiency.

RECOMMENDATION AND CONCLUSION

Based on the findings of the factor analysis, it is recommended that organizations actively enhance the integration and utilization of IT platforms across various administrative and HR functions. The strong presence of IT-related factors highlights the importance of digital tools in streamlining training, records management, staffing, talent development, and general operations. Therefore, investments in user-friendly and multifunctional IT systems should be prioritized. Additionally, the significant inefficiencies associated with manual work—such as time consumption, paperwork overload, and manpower dependency—indicate a pressing need for process automation. Transitioning to digital workflows can improve productivity, reduce errors, and minimize operational delays. Moreover, it is critical to address the limitations identified in existing IT systems, such as platform complexity, slowness, and missing functionalities. Organizations must work closely with developers or service providers to ensure IT platforms are intuitive, responsive, and tailored to end-user needs. The study also underlines the positive impact of IT in strategic workforce planning, recruitment, and performance management. To harness this potential, organizations should adopt advanced HR analytics and digital performance appraisal systems. Furthermore, promoting IT usage to enhance transparency, ensure timely access to information, and reduce administrative costs should be a strategic goal. Lastly, robust employee database management systems and reliable internal communication platforms are essential to support the overall digital infrastructure and should be developed or upgraded accordingly.

The factor analysis conducted on issues related to purchasing and sourcing, with a focus on IT utilization, has revealed six significant and reliable factors that collectively explain a substantial portion of the variance in responses. These factors underscore the critical role that IT platforms play in enhancing administrative efficiency, workforce planning, and overall organizational performance. The analysis highlights that while IT offers numerous benefits—such as improved record management, transparency, faster access to information, and strategic HR support—there are also notable challenges, including system complexity, slow performance, and limitations in features that hinder productivity. Furthermore, manual processes were found to negatively impact efficiency, pointing to an urgent need for digital transformation. The study confirms that IT adoption, when properly implemented and supported, can greatly improve decision-making, reduce operational burden, and promote transparency. With high internal consistency among the extracted factors, the research provides a strong foundation for organizations to evaluate and enhance their digital practices in purchasing, sourcing, and human resource management. In conclusion, a well-planned, user-centric IT infrastructure is essential for modern organizations aiming to optimize performance and streamline their operations.

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