SERVICE QUALITY

Employee Capabilities in the Digital Workplace: A SWOT Analysis of Technology Adaptability and Demographic Factors

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Abstract

An organization having technically skilled and competent knowledgeable workforce certainly possesses competitive edge over its counterparts. Imparting or increasing specific skill and knowledge for doing a job Purely job-oriented Short-term activity meant for operation Bridging the gap between what the job requires and what job-holder possesses i.e. skill, knowledge and attitude. The success of any firm depends on the performance of its informants. To determine whether informants' capabilities and performance are influenced by their demographic characteristics, a statistical tool used to predict the outcome of a dependent variable based on two or more independent variables: socio-demographic variables, type of family, family members, income earners and nature of residence. Employees capabilities and performance served as the dependent variable. Against this background, the present investigation seeks to problem the role of technology adaptability, SWOT factors and demographic characteristics in influencing employees' capabilities in the digital workplace. The analysis further employs Bivariate relationship analysis, multiple regression, ANOVA and independent sample t-test to provide empirical evidence on the relationships and differences among the sort-out variables. The findings are expected to contribute to growing body of knowledge on employee capability development seeking to enhance workforce readiness in the era of digital transformation.

Keywords: employee capability; SWOT; technological adaptation; performance served

1 Introduction

Global competition and rapid technological advances in fields of human activities are transforming organizational structure and work practices at an astonishing speed. This in turn changes the nature of job, structure of job, skill composition and labour-management contract. As a result, new skills and higher level of changing job profile and organizational structure. Such of those organizations which continually readjust the size of work force and sharpen the existing skills of work force enjoy that unique edge that allows an entity in the global economy.

2 Description of the issue

The frequent changes of digital workplace have basically transformed the organisational operations, requiring informants to regular update their knowledge, skills and competencies to remain productive in an increasingly technology-driven work environment. Majority of the organisations across the service sector are investing substantially in digital transformation initiatives organisational competitiveness.

Despite continuous technological advancements, many informants encounter challenges in adopting new digital tools due to variations in technological knowledge, learning ability, organisational support, and personal characteristics. While some informants perceive digital transformation as an opportunity for professional growth and improved job performance, others experience uncertainty, skill gaps, resistance to change and increased work pressure. These differences in perception may influence employee capabilities, productivity, and overall organisational effectiveness.

Employee capabilities by integrating technology adaptability with SWOT dimensions of pros and cons while simultaneously considering demographic characteristics such as basic and personal profile, family background and place of residence. Consequently, observational data influence informants' capabilities remains limited, specifically within the service sector.

Understanding the Bivariate relationship between technology adaptability, informants' perceptions of organisational strengths and challenges, and demographic characteristics is need for framing proper human resource rules & regulation, training programmes and digital transformation strategies. Such knowledge enables organisations to identify barriers to technological adaptability. So that the empiricist has sort out this topic **"Employee capabilities in the digital Workplace: A SWOT Analysis of Technology Adaptability and Demographic Factors".**

3 Methodology

3.1 Sampling design

The target population of this study was the informants of service sector in Sivakasi taluk. Random samples taken from the service sector of banking, hotel, information technology and hospital. Among the targeted audience, 220 informants were randomly collected since a Randomized sampling technique was applied. SurveyMonkey via digital form was taken as a tool of statistics collection. Table 1 shows the characteristics of the participants.

Table 1. Distribution of informants by service sector

S. No.	Service Sector	No. of informants are taken
1	Commercial bank	52
2	Co-operative bank	19
3	Small Finance bank	22
4	NBFC	18
5	LIC	32
6	Educational Institutions	43
7	Post office	21
8	Courier office	13

3.2 Instruments

A self-constructed questionnaire was designed and organized. First section was Background information about the informants and was divided into sub sections, Age, gender, number of family members Qualification (Educational level), second section was about the job details of informants. Different types of scales were used in the study. i.e Dichotomous scale, Category scale, and Nominal scale. The

analysis second-hand in this research was Bivariate relationship to discover the relationships between variables. The target audience of the research was informants which were taking service sector of Sivakasi. The sample size of 220 was taken. Probability sampling was applied to sampling. SurveyMonkey via digital form was taken as a tool of information collection.

3.3 Data analysis

SPSS 16.0 was used to analysis for the collected data and to assess the research strength profile of the sample in addition to the internal reliability of the construct.

4 Previous studies

Encapsulate the best alternative range from prior investigations to earlier research period of 2022-2026 skills of technology adaptability of informants in service sector in different countries. **Nithya (2026), Tamil Nadu,** the researcher finds the research issue crucial as technology has turned into an indispensable aspect of the IT sector, influencing employee performance, productivity, and the growth of organizations. The fast-paced technological advancements compel IT informants to perpetually update their skills and adjust to new tools and systems. It highlights the significance of training programs, organizational support, and continuous learning in enhancing employee adaptability and mitigating work-related stress. The research findings are advantageous for HR managers and organizations in developing effective strategies to support informants during technological transitions. The detections of the investigation reveal that most IT informants in Bengaluru are capable of adapting to technological changes when proper organizational support, training programs, and continuous learning opportunities are provided. The research demonstrates that educational qualification and age have only a limited influence on technological adaptability, while organizational support and training participation play a more significant role in helping informants adapt successfully. **Edenia et al. (2025), Indonesia,** the research applies a quantitative methodology failed to moderate the relationship between with a descriptive design to examine the outcome of Employee Experience on Adaptability to Technological Change at PT Marugo Rubber Indonesia. The location of the enquiry was PT Marugo Rubber Indonesia, with a population of all employees of PT Marugo Rubber Indonesia totalling 276. The determination of the sample size according to the theory of Hair et al. (2014), where the indicators was multiplied by 5 to 10 times. The researcher chose a multiplier factor of 7, calculating the number of samples = 14 x 7 = 98 employees, rounded up to 100 employees. The sample was used to measure and analyze the variables studied. The investigation findings that Employee Experience significantly influences on Adaptability to Technological Change at PT Marugo Rubber Indonesia. Employee experience, which involves digital technology, organization does not depend on gender, culture, and work environment, contributes 81.3% to employee adaptability. The strongest indicators of Employee experience are digital culture and work practices, while emotional stability is a key dimension in Adaptability. **Roshayati Abdul Hamid (2022) Malaysia**, the article is to explores the relationship between employees' technology readiness and adaptive performance meaningfulness as a mediator and proactive personality as a moderator. Data was analyzed using the PLS-SEM. The tendency to utilize technology in their jobs have higher adaptive performance. Furthermore, the relationship is mediated by job meaningfulness and is enhanced by employees with highly proactive personalities. The examination conceptualized employees' technology readiness as motivator dimension. Technology readiness is viewed from the aspect of tendency in employees' behavior in utilizing technology to adapt changes in digitalized work environment. The conclusion of this review of literature employees' ability to adapt to the deploying digital technology improved

their performance. Moreover, the article shows that proactive employees are optimistic and they believe that the work they do is very meaningful.

5 Confirmation of symmetrical distribution of data

Before applying parametric statistical techniques, it is essential to examine whether the collected data follow a normal distribution. Normality of information is a fundamental assumption for many inferential statistical tests results derived from the analysis.

Table 2. Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.868	.887	220

This analysis, the reliability test indicates that the interview schedule has **high internal consistency**. The obtained 0.868 **Cronbach's Alpha value** exceeds the generally agreed upon threshold of 0.70, demonstrating that the 220 items used in the instrument reliably measure the intended constructs. Since the items may have different variances, the **Cronbach's Alpha Based on Standardized Items (0.887)** is slightly higher, suggesting that the reliability improves further when the items are standardized.

6 Bivariate relationship between four dimensions of factors affecting balancing employee skills with technology adaptability in the service sector

There is difference between independent variables of opinion about SWOT of technology adaptability in the service sector factors namely opinion about strength, opinion about weakness, opinion about threats and opinion about opportunities are analysed. This section analyses the Bivariate relationship between the four dimensions of factor affecting for technology adaptability of employees' skills in the examination area. Pearson Product-moment correlation coefficient of Bivariate relationship computed and the output shows the below Table 2.

Table 3. Opinion about 'SWOT' of technology in service sector

OPINION ABOUT SWOT		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
OPINION ABOUT STRENGTH	Pearson correlation	1	.004	-.033	1.000**
	Sig. (2-tailed)		.954	.623	.000
	N	220	220	220	220
OPINION ABOUT WEAKNESS	Pearson correlation	.004	1	-.012	.004
	Sig. (2-tailed)	.954		.858	.954
	N	220	220	220	220
OPINION ABOUT OPPORTUNITIES	Pearson correlation	-.033	-.012	1	-.033
	Sig. (2-tailed)	.623	.858		.623
	N	220	220	220	220
OPINION ABOUT THREATS	Pearson correlation	1.000**	.004	-.033	1
	Sig. (2-tailed)	.000	.954	.623	

OPINION ABOUT SWOT		STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
	N	220	220	220	220

** The bivariate relationship is statistically (2-tailed) significant at 1% level. **Source:** Computed data

6.1 Bivariate relationship between opinion about strength and four dimensions of factor affecting for technology adaptability of employees' skills in service sector

The above Table 3 it is revealed that views about strength is association with the leftover the p value is less than 5% for all variables. Out of three variables positive Bivariate relationship is found among two variables namely a) opinion about weakness b) opinion about threat. The 'r' value is 0.04 and 1.000 respectively. High positive Bivariate relationship is defined between opinion about weakness and views about threat (r = 1.000). Low positive Bivariate relationship between opinion about weakness and factor affecting for technology adaptability of employees' skills in service sector (r = 0.04). The factor affecting for technology adaptability of employees' skills in service sector should be generated 0.01 level.

Moreover, a negative Bivariate relationship between opinion about strength and opportunity i.e., the 'r' value is -0.033. The conclusion point of view about strength and factor affecting for technology adaptability of employees' skills in service sector (r = - 3.3 %).

Hence the service sector should increase the skill level of informants about factor affecting for technology adaptability of employees' skills in service sector.

6.2 Bivariate relationship between opinion about weakness and other dimensions of factor affecting for technology adaptability of informants' skills in service sector

The above Table 3 is reveals that opinion about weakness is linked with the residual variables, i.e., the p value is less than 5 per cent for all variables. Out of three variables positive Bivariate relationship three variables namely a) opinion about strength b) opinion about threats. The 'r' value is 0.004 and 0.004 respectively. Nor the high positive neither low positive because of both are equal Bivariate relationship between opinion about strength and threats (r = 0.004). The output from the above analysis that to control the factor affecting for technology adaptability of informants' skills in service sector should be established at 1 % significance level.

The results further reveal a negative Bivariate relationship between opinion about weakness and opinion about opportunity i.e., the 'r' value is -0.012. It is evident that the opinion about strength and factor affecting for technology adaptability of informants' skills in service sector (r = - 1.2 %).

Hence the service sector should increase the skill level of informants about factor affecting for technology adaptability of informants' skills in service sector.

6.3 Bivariate relationship between opinion about opportunities and other dimensions of factor affecting for technology adaptability of informants' skills in service sector

The Table 3 shows that opinion about opportunities is correlated with the continuing variables, i.e., the p value is less than 0.05 for all variables. All the three variables negative bivariate relationship is found that namely a) opinion about strength b) opinion about weakness c) opinion about threats. The 'r' value is -0.033, -0.012 and -0.033 respectively. High negative Bivariate relationship is found between opinion about strength, opinion about threats (r = - 0.033). It is inferred from the above

analysis that to control the factor affecting for technology adaptability of informants' skills in service sector should be created at a highly significance level.

Hence the service sector should increase the skill level of informants about factor affecting for technology adaptability of employees' skills in service sector.

6.4 Bivariate relationship between opinion about threats and other dimensions of factor affecting for technology adaptability of employees' skills in service sector

The above Table 3 explained that opinion about opportunities is linked with the surviving majority variables, i.e., the p value is less than 5% for maximum variables. Out of three variables positive Bivariate relationship is found among three variables namely a) opinion about strength b) opinion about weakness. The 'r' value is 1.000, 0.004 respectively. High positive Bivariate relationship between opinion about strength and weakness (r = 1.000). Low positive Bivariate relationship between opinion about threats and factor affecting for technology adaptability of employees' skills in service sector (r = 0.004). The factor affecting for technology adaptability of employees' skills in service sector should be developed at the 99% confidence level.

Additionally, the results indicate a negative Bivariate relationship between opinion about strength and opportunity i.e., the 'r' value is -0.033. The results demonstrate that the opinion about strength and factor affecting for technology adaptability of employees' skills in service sector (r = -33.00%).

Hence the service sector should increase the skill level of employees about factor affecting for technology adaptability of employees' skills in service sector.

7 Influence of socio-economic factors on employees capabilities and performance

The above mentioned nine socio-economic factors on employees' capabilities and organisational productivity was assessed through financial and non-financial measures made with the following Postulate.

Prediction: "There is no significant influence of socio-economic factors on employees' capabilities and performance".

Table 4. Influence of socio-economic factors on employees capabilities and performance

Model	Unstandardized coefficients		Standardized Coefficients	T	Sign. at 5% level
	B	Std error	Beta		
(Constant)	3.327	.637		5.224	.000
Gender	-.221	.167	-.089	-1.320	.188
Age	.022	.075	.020	.290	.772
Level of Education	-.204	.081	-.177	-2.509	.013
Marital Status	.407	.189	.146	2.154	.032
What is the family type	-.068	.188	-.025	-.363	.717
How many members in their family	.174	.087	.137	2.000	.047
How many Income earners in their family	-.095	.093	-.068	-1.015	.311

Model	Unstandardized coefficients		Standardized Coefficients	T	Sign. at 5% level
	B	Std error	Beta		
How many of dependents of their family - except their family members	-.040	.092	-.030	-.432	.666
Nature of residence place	.052	.119	.030	.436	.664
R	0.264				
R^2	0.070				
F Value	1.746				
Sign at 5% level	.080				

Source: Calculated data

The Table 4 shows the 0.080 is significance level for the 1.746 is F value and it is less than the acceptable level of significance of 0.05. Hence, rejected the null hypothesis and it is finalised the significant influence of choose socio-economic factors on strength. The Bivariate relationship between the nine socio-economic employee capabilities and performance (R =.264). The r^2 is 9 and the variance in employee capabilities and performance is 7 %. The opinion about strength of the informants regarding the technology adaptability of employee skills.

The employee capabilities and performance negative βeta value is 0.089, followed by for age positive βeta value is 0.020 followed by negative βeta value is 0.177 for level of education, matrimonial status positive value of βeta is 0.146, types of family negative value of βeta is 0.025, how many family members in their family value of βeta is 0.137, how many of income earners in their family negative βeta value is 0.068, the negative βeta value is 0.030 how many dependents of their family - except their family members and the negative βeta value is 0.030 nature of residence place.

It is concluded that awareness about employee capabilities and performance is the four socio-economic variables of the informants. Hence it is depended on how formal that the employee capabilities and performance should be formulated among the employees' skills.

8 The informant's deviation in their opinion on SWOT with gender wise technology adaptability

The pollster gender wise classified the pick-out from the public, namely male and female, to examine whether their views differ regarding various opinion about SWOT with technology adaptability in the workplace. To investigate this, the pollster formulated a null Postulate stating do not vary between male and female informants in their opinions on these factors. This axiom was tested using an independent samples t-test to determine whether results are genuine in the groups' responses were statistically significant.

Presumption: The informant's deviation in their opinion about SWOT with gender wise technology adaptability.

The independent sample 't' test for the above null Postulate and the acquired result is interpreted with the below tables.

Table 5. Gender-wise classification of informants and opinion about SWOT analysis with technology adaptability: mean, standard deviation and standard error mean

OPINION ABOUT SWOT	Gender of the informants	N	Mean	Std. Deviation	Std. Error Mean
OPINION ABOUT STRENGTH	Male	94	2.9043	1.36838	.14114
	Female	122	3.0820	1.33973	.12129
OPINION ABOUT WEAKNESS	Male	94	2.8723	1.62132	.16723
	Female	122	2.7295	1.48288	.13425
OPINION ABOUT OPPORTUNITIES	Male	94	3.0957	1.43736	.14825
	Female	122	2.8279	1.39475	.12627
OPINION ABOUT THREATS	Male	94	2.9043	1.36838	.14114
	Female	122	3.0820	1.33973	.12129

Source: Calculated data

It shows a disparity among the mean and standard deviation values of the informants' deviation in their opinion about SWOT with gender wise technology adaptability. The below table explained about Levene's test output for uniformity of variation is shown in the following table.

Table 6. Gender-wise classification of the informants' opinion about SWOT with technology adaptability: output of independent sample t-test

Opinion about SWOT with technology adaptability		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	Df	Sig. 2-tailed	Mean Difference	Std. Error Difference
Opinion about Strength	*	.216	.643	-.958	214	.339	-.17771	.18558
	**			-.955	198.064	.341	-.17771	.18610
Opinion about weakness	*	2.314	.130	.674	214	.501	.14282	.21198
	**			.666	190.645	.506	.14282	.21445
Opinion about opportunities	*	.065	.800	1.381	214	.169	.26788	.19398
	**			1.376	197.140	.171	.26788	.19474
Opinion about threats	*	.216	.643	-.958	214	.339	-.17771	.18558
	**			-.955	198.064	.341	-.17771	.18610

Source: Computed data. **Note:** * Equal variances assumed; ** equal variances not assumed.

The independent t-test for conformity value of 0.05 Opinion about Strength, weakness, opportunities, threats aspect. Consequently, the null presumption planned for this analysis is repudiated and it sure that the sample informants do differ in their opinion on these four dimensions with technology adaptability, namely Opinion about Strength 0.339, weakness 0.501, opportunities 0.169 and threats 0.339 when the informants are cluster under the gender-wise opinion.

The informants has nine aspects of factors affecting balancing informants' skills. Therefore, the organisations should design gender-sensitive training programs, technology adoption strategies and employee support initiatives to mitigate these differences. Particular focus should be given to

improving technological competencies, reducing burnout, strengthening organisational support and creating a conducive work environment to enhance informants' ability to balance skills with technology adaptability. Since the significance values for all four opinions of SWOT dimensions exceed the 0.05 level, the null presumption is accepted. Therefore, the informants are comparable in their opinion on SWOT dimensions of technology adaptability when classified based on gender.

9 The informant's deviation opinion on SWOT analysis with technology adaptability based on the level of challenges

The pollster has also classified the pick ordinary citizens into four groups based on their level of challenges. To know whether these four different levels of challenges groups of informants differ or not in their opinion about the SWOT factors affecting with technology adaptability, the researcher has framed the Null Postulate and tested the same with one-way ANOVA.

Presumption: The informants deviation opinion on SWOT analysis with technology adaptability based on the level of challenges.

The ANOVA test for the above Null Postulate it acquired result is shown in the below Table 7 and an interpretation is also made.

Table 7. Opinion about SWOT analysis with technology adaptability based on the level of challenges: output of one-way ANOVA test

Opinion about SWOT analysis with technology adaptability		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Lack of training	Between Groups	7.446	5	1.489	.815	.540
	Within Groups	391.004	214	1.827		
	Total	398.450	219			
Time constraints	Between Groups	15.384	5	3.077	1.843	.106
	Within Groups	357.326	214	1.670		
	Total	372.709	219			
Resistance to change	Between Groups	13.975	5	2.795	1.467	.202
	Within Groups	407.771	214	1.905		
	Total	421.745	219			
Complexity of technology	Between Groups	7.398	5	1.480	.855	.512
	Within Groups	370.311	214	1.730		
	Total	377.709	219			
Obsolescence of technology	Between Groups	52.875	5	10.575	2.852	.016

Opinion about SWOT analysis with technology adaptability		Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
	Within Groups	793.575	214	3.708		
	Total	846.450	219			
Level of Knowledge on various Technology	Between Groups	17.269	5	3.454	1.473	.200
	Within Groups	501.905	214	2.345		
	Total	519.174	219			
Level of challenges in updating of new technologies in job	Between Groups	25.778	5	5.156	2.615	.026
	Within Groups	421.931	214	1.972		
	Total	447.709	219			
Opinion About Strength	Between Groups	12.748	5	2.550	1.420	.218
	Within Groups	384.248	214	1.796		
	Total	396.995	219			
Opinion About Weakness	Between Groups	17.269	5	3.454	1.473	.200
	Within Groups	501.905	214	2.345		
	Total	519.174	219			
Opinion About Opportunities	Between Groups	25.778	5	5.156	2.615	.026
	Within Groups	421.931	214	1.972		
	Total	447.709	219			
Opinion About Threats	Between Groups	12.748	5	2.550	1.420	.218
	Within Groups	384.248	214	1.796		
	Total	396.995	219			

Source: Analysed data

The above one-way ANOVA result, it is familiar that the sample informants differ in all the components of their opinion on SWOT factors affecting with technology adaptability based on the level of challenges. The sample informants of the technology adaptability deviation differ in their views on opinion about opportunities (p=0.026), Obsolescence of technology (p=0.016), Level of challenges in updating of new technologies in job (p=0.026), when informants are clustered under the level of challenges. Strength of employee level of challenges (p=0.218), weakness in challenge level (p=0.200), views on threats (p=0.218), Lack of training (p=0.540), Time constraints (p=0.106),

Resistance to change (p=0.202), Complexity of technology (p=0.512), Level of Knowledge on various Technology (p=0.200), opinion about SWOT analysis with technology adaptability based on listed under the level of challenges. It is suggested that sample informants have similar opinion on two aspects of technology adaptability. Hence, it is suggested that the management authorities of the service sector may provide better balancing skill with all the opinion on SWOT analysis with technology adaptability based on the level of challenges.

10 Discussion

In this Pearson Bivariate relationship analysis exposed there is non-significant relationships among the opinion on SWOT except threats all are comes under the p value is greater than 0.05, indicating that informants analysed these strengths, weaknesses, opportunities independently. The exactly match the Bivariate relationship for threats is highly positive results like r and p value is 1 and 1% due to data coding or measurement issues between empirical relationship of this analysis. In this study actually regression analysis was not significantly predicting dependent variable with hand-pick demographic variables. The other factors may have a greatest influence than the candidate already chosen. The findings from independent one sample t-test all the four dimensions was greater than the p value 0.05, so the prediction of this present inquiry of informants gave similar opinion for SWOT analysis. As per the results of One-Way ANOVA except opinion about opportunity including obsolescence of technology, level of challenges in updating new technologies in the job indicates significant differences with technology adaptability but the main investigation on the theme of SWOT analysis all the enduring three dimensions not associated with the p value of greater than 0.05.

11 Conclusion

This exploration enriches to the expanding body of knowledge on employee capabilities in the digital workplace by integrating SWOT analysis with technology adaptability and demographic characteristics through multiple statistical techniques, including Bivariate relationship, regression, ANOVA and independent samples t-test. The findings provide practical insights for human resource managers, organisational leaders, and policymakers in designing evidence-based strategies that enhance informants' technological competence and long-term organisational performance. Future research may extend this work by incorporating psychological, organisational, and technological variables across diverse industries and geographical regions to obtain grasping a subject more broadly the factors influencing employee capabilities in the era of digital transformation. The findings underscore that organisational factors are more influential than personal demographic characteristics in fostering employee capability and successful technology adoption. Continuous learning opportunities, digital skill enhancement, supportive leadership, effective training programmes, and access to technological resources are essential for enabling informants to adapt to rapidly evolving digital environments. Organisations should therefore focus on creating a culture that encourages innovation, lifelong learning, and technology-enabled work practices to strengthen workforce readiness and organisational competitiveness. The comparative analyses demonstrated that technology adaptability did not significantly influence informants' opinions on the overall SWOT dimensions, indicating a broad consistency in perceptions across different levels of technology adaptability. Nevertheless, the one-way ANOVA identified significant differences in perceptions related to the obsolescence of technology, challenges in updating new technologies at work, and opinions regarding opportunities.

This evidence suggests that although technology adaptability may not alter overall SWOT perceptions, it plays a role in shaping specific technology-related concerns and opportunity recognition.

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