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The Impact Of Digital HRM On Employee Experience: An Empirical Evidence From Vietnam

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Abstract - *With the widespread of technology, most organizations in emerging economies are under pressure of innovation and digital transformation. Human resource management practices are also under going digitalization to provide better experience for employees. This study investigates the impact of Digital Human Resource Management (DHRM) practices on Employee Experience (EX), emphasizing the mediating role of Digital Organizational Support (DOS). Based on a quantitative approach, data were collected from 368 employees across leading companies in Vietnam, an emerging economy. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the relationships among variables. The findings reveal that DHRM has a significant positive effect on both DOS and EX. Moreover, DOS partially mediates the relationship between DHRM and EX, suggesting that digital HRM initiatives not only directly enhance employee experiences but also do so indirectly by fostering a sense of organizational support. This research contributes to the growing literature on digital HRM and employee outcomes, highlighting the critical importance of designing digital HR practices that are perceived as supportive by employees.*

Keywords - *Digital HRM, Employee experience, Organizational Support*

I. INTRODUCTION

The contemporary business landscape is increasingly innovated by the integration of digital technologies across all organizational functions, and Human Resource Management (HRM) is no exception. Digital HRM encompasses a wide range of technology-driven tools and strategies designed to optimize HR processes, enhance efficiency, and improve the overall employee experience. Traditional HRM practices such as recruitment, training, performance evaluation, and compensation are now enhanced through digital platforms, enabling greater efficiency, personalization, and real-time management [1], [2], [3].

This digitalization has fundamentally altered the employee experience (EX), providing employees with faster access to information, more flexible learning opportunities, and more transparent performance and reward systems [4]. The significance of a positive employee experience in driving organizational success has gained substantial recognition. A favorable EX is linked to increased employee engagement, productivity, retention, and ultimately, organizational performance. As a result, it is important to explore the connection between digital HRM and EX.

At the same time, the growing diversity of the workforce, particularly the rise of the digital workforce comprising freelancers, tech professionals, and remote workers, has created new expectations and demands. These employees often prioritize flexibility, technological support, and a seamless digital interaction with their organizations over traditional employment benefits [5]. As a result, employees now increasingly seek stronger organizational support, especially in terms of digital tools, communication platforms, and development opportunities. Perceived organizational support (OS) has been a popular concept from 1986 and was continuously developed. In this dital era, the organizational support expected from employees has been expanded to various digital aspects. Accordingly, the role of perceived organizational support has also emerged as a critical factor influencing employee attitudes and behaviors. Organizations that fail to adapt their HRM functions to meet these digital expectations risk disengagement and loss of critical talent in a highly competitive labor market.

Therefore, the adoption of digital HRM practices holds significant potential to shape both the overall employee experience and the degree to which employees feel supported by their organization. For instance, digital platforms can streamline HR processes, provide employees with easy access to information and resources, and facilitate more efficient

communication. These advancements can contribute to a more positive and seamless employee journey, potentially fostering a stronger sense of organizational care and support.

As one of outstanding emerging economies, Vietnam performs well as a rising star in the global economy, characterized by a young, tech-savvy workforce that is increasingly driving innovation and growth. Vietnam's economic growth is expected to reach 6.1 percent in 2024 and 6.5 percent in 2025 according to Worldbank's report in 2024. One of the key factors behind Vietnam's impressive economic progress is the widespread application of technology across industries, particularly in operations and management practices. Leading companies in Vietnam, such as Viettel, FPT, and Vingroup, have been at the forefront of technological innovation and digital adoption, transforming traditional business processes and setting new benchmarks for operational efficiency. However, despite the notable practical advancements, academic research examining the role of technology-driven HRM and its broader impacts remains limited. Existing studies tend to focus on broader digital transformation or economic growth, leaving a gap in understanding how digital HRM practices contribute to organizational outcomes and employee experiences in the Vietnamese context. To address this gap, this study aims to explore the digital HRM functions and its effects, offering new insights into how technology is reshaping workforce management in an emerging economy.

The findings of this research are expected to offer valuable insights for HR professionals and organizational leaders in Vietnam and other similar contexts seeking to strategically implement Digital HRM practices to enhance employee experience and foster a strong sense of organizational support. Furthermore, this study aims to contribute to the academic understanding of the interplay between digital HR, employee well-being, and organizational dynamics in emerging economies.

II. LITERATURE REVIEW

A. Digital Human resource management

Digital Human Resource Management (Digital HRM), which can also be referred to as e-HRM or digitalized HR [1], involves the application of information technology for networking and supporting the performing of HR activities [6]. This may include the use of web-based technologies, software, application and platforms to automate and streamline various HR functions, including recruitment, training and development, performance management, compensation and benefits, and employee communication [2]. Digital HRM goes beyond mere automation, aiming to create a more strategic, efficient, and employee-centric HR function [1].

The evolution of Digital HRM can be traced through several stages. Initially, HR technology focused on basic administrative tasks and record-keeping, often referred to as HR Management Systems [7]. As technology advanced, the focus shifted towards more integrated systems that could support a wider range of HR processes, leading to the emergence of Enterprise Resource Planning (ERP) systems with HR modules [6]. The advent of the internet and web-based technologies marked a significant turning point, enabling self-service portals for employees and managers, online recruitment, and web-based training [1,7]. More recently, Digital HRM has been characterized by the integration of cloud computing, mobile applications, social media, big data analytics, and artificial intelligence (AI), offering opportunities for more personalized, data-driven, and engaging HR practices [2].

Regaring the roles of digital HRM in modern organizations, it enhances individual and organization performance by automating routine tasks, reducing administrative burdens, and improving data accuracy, thereby freeing up HR professionals to focus on more strategic initiatives [8]. Secondly, digital HRM contributes to strategic alignment by providing data and analytics that can inform HR decision-making and align HR practices with overall business goals [9]. For example, talent analytics can help identify skill gaps and predict future workforce needs. Furthermore, digital HRM plays a crucial role in enhancing the employee experience [10]. Self-service portals empower employees with greater control over their personal information and access to HR-related services. Online learning platforms offer flexible development opportunities, and digital communication tools can foster a more connected and engaged workforce [9]. The use of social media and mobile applications can also enhance employer branding and facilitate more interactive communication with potential and current employees [1].

In conclusion, digital HRM represents a significant evolution in how organizations manage their human capital. By leveraging technology, organizations can achieve greater efficiency, strategic alignment, enhanced employee experiences, and improved agility, ultimately contributing to overall organizational success.

B. Employee experience under digital HRM practices

Employee experience (EX) is a holistic concept encompassing all the perceptions an employee has about their journey throughout their interaction with organization, from recruitment to resignation [11]. It includes every interaction an employee has at work, across the employee lifecycle, involving their roles, colleagues, managers, the work environment, and the technology they use. Plaskoff (2017) defines employee experience as the perceptions of

relationships with employer built from touch points in their journey [12]. Fundamentally, EX can include technology experience, physical experience and cultural experience[5].

Regarding relationship between Employee Experience and HRM, prior research has extensively explored this connection since effective HRM practices are considered foundational to shaping a positive EX [10]. The way organizations design and implement their HR functions directly influences how employees perceive their work, their value, and their connection to the organization

Several studies have highlighted the impact of specific HRM functions on different aspects of employee experience such as [13] with a research on the impact of performance appraisal on employee experience or Chen & Fulmer (2018) claiming the influence of of flexible work arrangements [14].

Overall, the literature supports a strong and direct relationship between HRM practices and employee experience, but not much has been explored in terms of digital HRM. As a result, this study proposes the first hypothesis:

H1: Digital HRM practices have a positive impact on Employee experience

C. Organizational Support – the mediator

Perceived organizational support (OS) refers to employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being [15]. It reflects the degree to which employees feel that the organization is supportive of their needs and is willing to help them when they face difficulties. OS develops through employees' interpretations of the organization's actions, policies, and procedures. Organizations can support their employees by sharing knowledge, training soft and hard skills which can support employees' performance [16]. From the concept of perceived organizational support, this study proposes the Digital organizational support (DOS). Developed from the original concept, digital organizational support can be defined as employees' perception on how organizations support them in doing their tasks digitally via instructions, procedures or policies.

The relationship between organizational support and HRM has been studied by many scholars, claiming the crucial role of HRM in shaping employees' perceptions of organizational support. [15] stated the HRM practices of training and development has fostered a sense of support and value. In this digital era, this relationship has many other aspects to explore, especially with the new application of HR system and the rising demand for support from the employees. Accordingly, the second hypothesis is about the relationship between digital HRM and Organizational support.

H2: Digital HRM practices have a positive impact on Digital Organizational support

Notably, previous research has often examined OS as a mediating variable in various relations within organizations. Particularly, it has acted as the mediator in the relationship between politics perceptions and work outcomes [17], relational exchange and organizational identification [18], green HRM and creativity [19]. Therefore, OS can served as a critical factor to foster these relationships.

Regarding the relationship between organizational support and employee experience, OS has been proved to be closely linked to various aspects of EX. When employees feel supported by their organization, it positively influences their overall perceptions of their work environment and their journey within the company [11]. With its strong linkage with both HRM and EX, it is expected that digital organizational support can mediate the relationship between digital HRM and EX. In other words, organizational support can be a crucial construct that reflects employees' beliefs about the organization's support to their performance and valuing their contributions. It is expected to be significantly influenced by HRM practices and plays a vital role in shaping the employee experience, mediating the relationship between HRM initiatives and various positive employee outcomes. Therefore, the author proposes the following hypothesis:

H3: Digital Organizational support has a positive impact on Employee experience

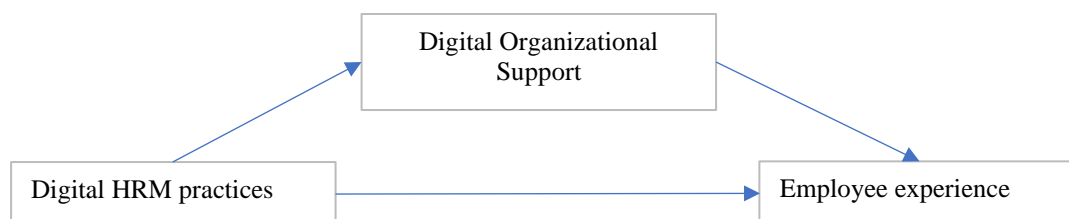From the above analysis, the digital connection has been established among three variables in the following framework:

Figure 1 Proposed research framework
Source: Author's own work

III. METHODOLOGY

This study adopted quantitative research design, using structured questionnaires for data collection. A snowball sampling method was employed, where participants were asked to refer others within their professional networks. A total of 391 employees from telecommunication companies in Vietnam participated. The telecommunications sector was selected because companies such as Viettel, VNPT, MobiFone, FPT, and CMC are recognized leaders in technology adoption and digital transformation efforts, making them a suitable context for studying digital HRM practices. Data analysis followed standard quantitative procedures, including data cleaning, descriptive statistics, reliability and validity checks, and the calculation of correlations and path coefficients. To test the research model and hypotheses, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied. Following the guidelines by [20], PLS-SEM is considered appropriate when studies aim to balance explanation and prediction for business. Similarly, [21] emphasized that PLS-SEM is well-suited for contemporary research environments, particularly for hypothesis testing and providing managerial implications.

To clean the data, the author filtered out 22 responses by Excel as their answers were consistent across all questions, including a reverse-coded item. Finally, the sample size of 368 responses can be used for analysis. To conduct PLS-SEM, [20] suggested the number of samples should be from 300-400; therefore, the provided quantity is sufficient. A five-point Likert scale was used for each survey item, ranging from 1 (strongly disagree) to 5 (strongly agree).

The instrument items of each construct were adopted and modified from previous studies, conducted in Vietnamese for participants. Particularly, the 10 survey items of Digital HRM practices cover various functions such as recruitment and selection- "My company recruits on digital platforms such as websites, social networks, and mobile applications"; digital training - "I can access the company's online training courses"; digital compensation practices -"The company has a digital HRM system to manage salaries". The instrument items for Employee experience include five items, for example: "I find the system/application for human resource management in the company easy and convenient to use", "I am instructed to use technology systems/applications". Meanwhile, Digital organizational support consists of four items, such as "The procedures are conducted online", "The company has supporting policies for flexibility."

IV. RESULTS

Table 1 presents the demographic characteristics of the sample. Regarding the length of service, the majority of respondents (63%) had less than five years of experience, while 17% had between five and ten years, and 20% had more than ten years of service. In terms of position, 70% of participants were non-managerial employees, 16% managed teams with fewer than five members, and 14% managed teams of five members or more. For age distribution, 43% of the respondents were under 30 years old, 53% were between 30 and 50 years old, and only 4% were over 50 years old. These figures indicate that the sample mainly consisted of young, relatively less experienced employees, with a majority holding non-managerial roles.

Table I Descriptive Information Of Participants

Category	Types	Frequency	Percentage
	Less than 5 years	233	63%
Length of service	5 – 10 years	63	17%
	More than 10 years	72	20%
	Non-managerial	259	70%
Position	Managing team size less than 5	59	16%
	Managing team size from 5 and above	50	14%
	< 30	159	43%
Age	30 – 50	193	53%
	>50	16	4%

Source: Author's own work

A. Reliability and validity

To check the reliability, we conducted PLS Agorithm on SmartPLS to measure Cronbach's alpha and Composite Reliablity. To ensure the validity of the constructs, Average Variance Extracted (AVE) were calculate. The Cronbach's alpha values and Composite for all constructs exceeded the recommended value of 0.0 in Table 2, showing consistency. Meanwhile, the AVE values for all constructs were greater than 0.5, confirming convergent validity. These findings demonstrate the reliability and validity of the measurement scales used in this study, aligning with the guidelines proposed by [20].

Table II Reliability And Validity Test

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
DHR	0.922	0.929	0.934	0.589
EX	0.922	0.942	0.942	0.766
DOS	0.912	0.912	0.938	0.791

Source: Authors' work

B. Correlation analysis

All variables have been checked for correlation analysis. It is shown in Table 3 that there is moderate correlation between digital HRM practices and all selected dependable variables. Particularly, *Digital human resource management* have remarkable correlation with *Digital Organizational Support* (above 0.8).

Table III Correlation Results

	DHR	EX	POS
DHR	1	0.772	0.807
EX	0.772	1	0.766
DOS	0.807	0.766	1

Source: Authors'own work

On the other hand, table 4 which presents cofficient of determination displays the R square and adjusted R square values for the model. The results show that Digital HRM explains 65.4% of the variance in Employee Experience and 65.2% of the variance in Digital Organizational Support. The adjusted R Square values, which account for the number of predictors in the model, are slightly lower but still strong, at 0.652 for EX and 0.651 for DOS. These results indicate that the model has good explanatory power in predicting both employee experience and digital organizational support.

Table IV Coefficient Of Determination (R^2) Results

Relationship	R Square	R Square Adjusted
DHR → EX	0.654	0.652
DHR → DOS	0.652	0.651

Source: Authors'own work

C. Hypothesis testing

To examine hypotheses on the relationships among suggested variables, PLS-SEM has been applied by Bootstrapping in Smart PLS software. The values shown in table 5 with p-value have clearly demonstrated our results. It can be noticed that the impact of Digital HRM and Digital organizational support on Employee experience have been supported with p-values less than 0.05. On the other hand, if p-value is less than 0.05, no significant impact is identified. According to results in Table 5, all hypotheses are accepted, confirming the positive impact of digital HRM on both Digital organizational support and Employee experience. In addition, the mediating effect of Digital organizational support between the relationship of digital HRM and Employee experience has been confirmed.

Table V Path Coefficients

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Hypothesis
DHR -> EX	0.441	0.441	0.073	6.051	0	H1 accepted
DHR -> DOS	0.807	0.808	0.029	27.504	0	H2 accepted
DOS -> EX	0.41	0.41	0.077	5.308	0	H3 accepted

Source: Authors' work

V. DISCUSSION AND IMPLICATION

The findings of this study have confirmed the significant role of HRM practices in digital era, despite the rising demand and expectations of employees.
First, the results highlight the critical role of digital HRM in enhancing employee experience in organizations. The direct effect of DHR on EX is significant ($\beta = 0.441$, $p < 0.001$), reinforcing previous findings that digital HRM practices, such as digital recruitment, training platforms, and performance management systems, positively influence employees' perceptions of their work environment [4]. Moreover, the study reveals a strong relationship between digital HRM practices and digital organizational support (OS) ($\beta = 0.807$, $p < 0.001$), suggesting that digital HRM practices not only streamline HR processes but also make employees feel more supported by their organizations. This aligns with previous research by [22], which emphasizes that employees view technological investments as a sign of the organization's commitment to their development and well-being. Also, this finding shows the consistent

result with Malik et al. (2023) who claimed the impact of AI-supported HR system on employee experience [10]. Notably, traditional HRM or digital HRM practices remain crucial in providing positive enviroment for employee outcomes.

Second, the mediating role of digital organizational support has been stated. The significant link between OS and EX (β = 0.41, p < 0.001) further confirms the impact of OS as a mediator, indicating that digital HRM indirectly improves EX by strengthening employees' perceptions of organizational support. This mediating mechanism echoes the findings of [16] on the importance of OS in shaping positive employee attitudes and experiences. The digital connection among digital HRM, digital organizational support and employees has been demonstrated clearly, creating foundation for further research on rising digital workforce. Overall, this study contributes to the growing body of research by affirming that digital HRM fosters a better employee experience both directly and indirectly through enhanced organizational support.

Implications for academia and practitioners

The findings of this study offer several important implications for both researchers and practitioners. First, the significant positive impact of Digital HRM on Employee Experience and Digital Organizational Support reinforces the importance of investing in digital transformation within human resource practices. Organizations aiming to enhance employee satisfaction and engagement must prioritize the development of integrated digital HRM systems that address both functional and emotional employee needs.

Second, the mediating role of digital OS highlights that digital initiatives alone are not sufficient. It is crucial for companies to not only implement digital tools but also ensure that these tools are perceived as supportive and beneficial by employees. Managers should focus on communication strategies, employee involvement, and responsive support systems to strengthen employees' perceptions of organizational support through digital means.

Finally, for researchers, this study suggests the necessity of exploring further how digital transformation in HRM influences employee attitudes and behaviors through psychological mechanisms like DOS. Future studies could extend this model by considering other mediators such as trust, empowerment, or work-life balance in the digital context.

VI. CONCLUSION

Overall, this study examined the impact of Digital Human Resource Management practices on Employee Experience, with Digital Organizational Support serving as a mediating factor. Using a quantitative approach

and data collected from 368 employees in the Vietnamese companies, the results confirmed that DHR practices positively influence both DOS and EX. Moreover, DOS plays a significant mediating role, strengthening the relationship between DHR and EX. These findings contribute to the growing body of research on digital HRM, particularly in emerging economies where digital transformation is advancing rapidly.

Despite the important contributions, this study has several limitations. The sample was restricted to most high-tech companies telecommunication sector, which may limit the generalizability of the findings to other industries. Additionally, the use of a cross-sectional design prevents the establishment of causal relationships over time. Future research could adopt longitudinal methods and explore additional sectors to validate and expand on these results. Nevertheless, this study provides valuable insights into how digital HRM practices can enhance employee experience through organizational support mechanisms in the digital era.

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