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Digital Human Resource Management Practices, Employee Experience, and Organizational Commitment in Digitally Transforming Organizations: A Mediation Analysis

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ABSTRACT
Digital transformation has significantly changed the way organisations manage their human resources, communicate with employees, and develop workplace relationships. Digital Human Resource Management (Digital HRM) practices have emerged as an important approach to improving organisational efficiency through the application of digital technologies in recruitment, training and development, performance management, compensation, employee engagement, and HR service delivery. However, the effectiveness of digital HRM practices depends not only on technological advancement but also on how employees experience these practices in their daily working environment. This study examines the relationship between Digital Human Resource Management practices, employee experience, and organisational commitment in digitally transforming organisations, with particular emphasis on the mediating role of employee experience. The study proposes that effective digital HRM practices improve employee experience through greater accessibility, transparency, convenience, personalisation, and communication. A positive employee experience, in turn, strengthens employees' emotional attachment, loyalty, and commitment towards their organisations. The proposed research framework considers digital HRM practices as the independent variable, employee experience as the mediating variable, and organisational commitment as the dependent variable. The study contributes to the understanding of how technology-enabled HR practices can create positive employee experiences and strengthen organisational commitment in the context of digital transformation. The findings reveal that although the respondents' rankings differ considerably, their level of agreement is statistically significant. Thus, the identified factors have significantly different ranking patterns among the respondents.
Keywords: Digital Human Resource Management, Employee Experience, Organisational Commitment, Digital Transformation and HR Technology.

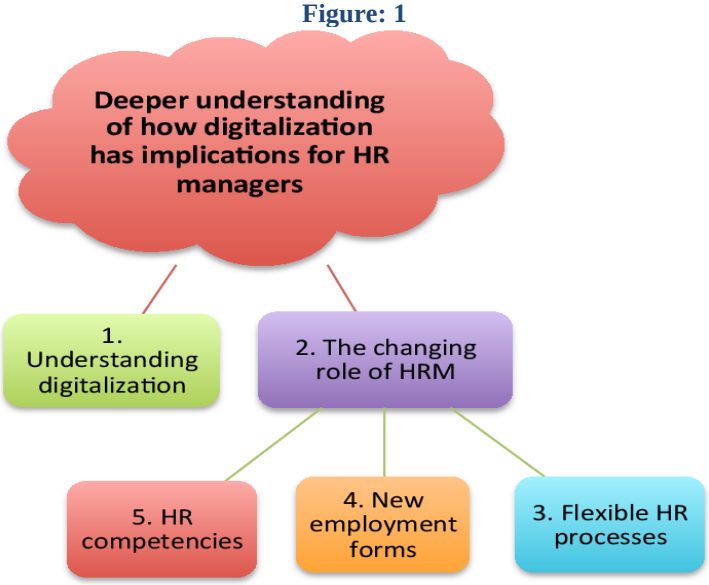
1. INTRODUCTION

Digital transformation has become an essential component of modern organisational development. The rapid advancement of artificial intelligence, cloud computing, big data analytics, automation, and digital communication platforms has changed traditional business operations and human resource management practices. Organisations are increasingly adopting digital technologies to improve operational efficiency, enhance employee productivity, and develop competitive advantages. In this changing business environment, Human Resource Management (HRM) has undergone a significant transformation from traditional administrative functions to technology-driven strategic activities.

Digital Human Resource Management refers to the integration of digital technologies into various HR functions, including recruitment and selection, employee training, performance appraisal, payroll administration, talent management, employee engagement, and workforce planning. These technologies enable organisations to simplify HR processes, reduce administrative workload, improve decision-making, and provide employees with convenient access to HR services. However, the successful implementation of digital HRM practices cannot be measured only through technological efficiency and cost reduction. Employee experience has become an important factor in determining the effectiveness of digital HR systems. Employee experience refers to employees' overall perceptions, feelings, and interactions with the organisation throughout their employment journey. It includes their experiences with organisational policies, workplace technology, leadership, communication, professional development, and working conditions.

Effective digital HRM practices can improve employee experience by providing accessible HR services, timely communication, personalised learning opportunities, transparent performance evaluation, and efficient administrative support. When employees perceive these practices positively, they are more likely to develop trust, satisfaction, and a sense of belonging towards their organisations.

Figure: 1



Organisational commitment represents the psychological attachment and willingness of employees to remain associated with their organisations. Employees who experience supportive HR practices and positive workplace interactions are more likely to demonstrate stronger organisational commitment. Therefore, employee experience may act as an important mediating mechanism through which digital HRM practices influence organisational commitment. Against this background, the present study examines the relationship between digital HRM practices, employee experience, and organisational commitment in digitally transforming organisations. It particularly focuses on understanding whether employee experience mediates the relationship between digital HRM practices and organisational commitment.

2.REVIEW OF LITERATURE

Kusumastuti and Syamsunasir (2025) examined the influence of organizational culture, human resource management, and leadership on organizational performance through a literature review. The study adopted a descriptive qualitative approach by analysing previous research and relevant academic publications. The authors highlighted that a positive organizational culture promotes employee cooperation, discipline, and commitment. Effective human resource management practices contribute to employee development, motivation, and productivity, while strong leadership provides direction and supports organizational objectives. The study emphasized that these three factors are interconnected and play significant roles in improving employee performance and achieving organizational success

Husen et al. (2024) examined the evolution of Human Resource Management (HRM) strategies in the digital age, focusing on technological integration, data-driven decision-making, employee experience, and organizational change. The study highlighted the growing importance of electronic HRM systems and artificial intelligence in improving HR efficiency and strategic capabilities. It also emphasized that personalized employee development programmes and flexible working arrangements contribute to employee satisfaction, engagement, and retention. The authors identified effective leadership, continuous learning, and organizational adaptability as essential factors for successful digital transformation. The study concluded that digital HRM practices strengthen organizational effectiveness and overall performance.

Kemer and Kırıcı Tekeli (2023) investigated the relationship between perceived digital competence and job insecurity among hotel managers, examining the mediating role of trait anxiety. The researchers adopted a quantitative research approach and collected questionnaire responses from 337 hotel managers in the Cappadocia region. The findings revealed that higher digital competence significantly reduces employees' perceptions of job insecurity and levels of trait anxiety. Furthermore, trait anxiety positively influences job insecurity, indicating its important mediating role. The study emphasized the importance of developing digital

competencies among managers to improve confidence, reduce employment-related concerns, and support organizational adaptation to technological changes.

3.RESEARCH GAP

Although digital HRM has received increasing attention in contemporary HRM research, several aspects require further investigation. Existing research has largely concentrated on the technological adoption, operational efficiency, and administrative benefits of digital HR systems. Comparatively, limited attention has been given to understanding how digital HRM practices influence employees' overall workplace experiences and how these experiences contribute to organisational commitment. Furthermore, employee experience is often examined independently as an outcome of organisational practices rather than as a mediating mechanism connecting digital HRM practices with employee attitudes. The relationship between technology-enabled HR practices and organisational commitment therefore requires further empirical investigation. The present study attempts to address this gap by developing an integrated framework that examines digital HRM practices as an influencing factor, employee experience as a mediating variable, and organisational commitment as an outcome variable. The study provides an opportunity to understand the employee-centred outcomes of digital transformation in modern organisations.

Digital Human Resource Management Practices

Digital HRM represents the application of digital technologies to transform traditional HR activities into integrated, technology-enabled processes. It includes e-recruitment, digital learning and development, electronic performance management, automated payroll systems, HR analytics, and digital employee communication platforms.

Employee Experience

Employee experience refers to the overall perceptions and feelings developed by employees through their interactions with different organisational systems, processes, people, and technologies. It includes the employee's experience during recruitment, onboarding, training, performance evaluation, career development, and daily workplace activities. The study highlighted the importance of employee experience in creating a positive workplace environment through organisational culture, physical workspaces, and technological systems. A positive employee experience can improve employee satisfaction, engagement, productivity, and retention. In digitally transforming organisations, employee experience is influenced by the usability of digital HR platforms, accessibility of information, quality of digital communication, flexibility of HR services, and opportunities for continuous learning.

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Relationship between Digital HRM Practices and Employee Experience

Digital HRM practices influence employee experience by making HR services more accessible, efficient, and transparent. Digital recruitment systems, online learning platforms, employee self-service portals, and automated performance management systems can reduce administrative difficulties and improve workplace convenience. When digital HR systems are user-friendly and responsive to employee needs, employees may develop more positive perceptions of the organisation. However, complicated systems, excessive monitoring, and technology-related stress may negatively affect employee experience.

Relationship between Employee Experience and Organisational Commitment

Employee experience plays an important role in shaping employees' attitudes towards their organisations. Positive experiences related to organisational support, communication, recognition, career development, and workplace technology can strengthen emotional attachment and organisational identification. Employees who perceive their organisations as supportive and responsive are more likely to develop affective commitment and demonstrate loyalty towards the organisation.

Mediating Role of Employee Experience

Employee experience may serve as a mediating variable between digital HRM practices and organisational commitment. Digital HRM practices provide the technological foundation for delivering HR services, while employee experience reflects how employees perceive and respond to these services. When employees experience convenience, transparency, accessibility, and organisational support through digital HR systems, they may develop stronger psychological connections with their organisations. Thus, employee experience can explain how digital HRM practices translate into organisational commitment.

4.OBJECTIVES OF THE STUDY

To examine the influence of Digital Human Resource Management practices on employee experience in digitally transforming organisations.

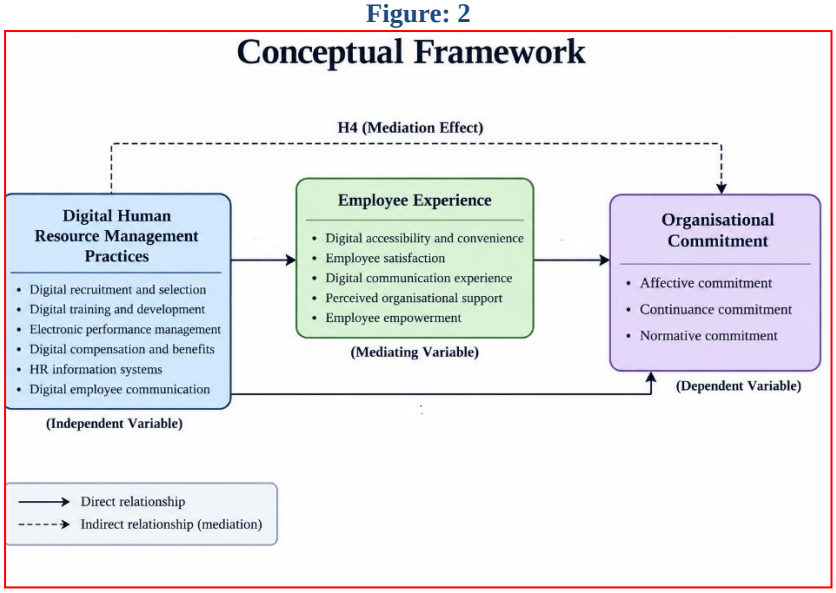
To analyse the relationship between employee experience and organisational commitment.

To investigate the influence of Digital Human Resource Management practices on organisational commitment.

Conceptual Framework

The proposed conceptual framework identifies Digital HRM practices as the independent variable, employee experience as the mediating variable, and organisational commitment as the dependent variable

Figure: 2



5. RESEARCH METHODOLOGY

The proposed study can adopt a descriptive and analytical research design to examine the relationships among the selected variables. Primary data may be collected from employees working in digitally transforming organisations through a structured questionnaire. A five-point Likert scale ranging from strongly disagrees to strongly agree can be used to measure respondents' perceptions of digital HRM practices, employee experience, and organisational commitment. The study may consider employees from IT companies, banking institutions, manufacturing organisations, service organisations, and other businesses implementing digital HR systems.

A convenient or stratified sampling method may be adopted depending on the accessibility of respondents. The sample size 200 is determined based on the research design and statistical requirements.

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Analysis and findings

Digital Human Resource Management (DHRM) refers to the application of digital technologies and online platforms in performing various human resource management functions. It integrates technologies such as artificial intelligence, cloud computing, HR analytics, and digital communication tools to improve recruitment, training, performance evaluation, payroll management, and employee engagement. Digital HRM practices help organizations streamline HR operations, reduce administrative costs, enhance efficiency, and support effective decision-making. The successful implementation of these practices depends on factors such as employee digital competency, financial resources, technological accessibility, data security, training, and government regulations

Table: 1 Digital Human Resource Management Practices

Digital Human Resource Management Practices	Mean	Std. Deviation	Mean Rank
Employee Digital Competency	3.70	1.364	4.19
Cost and Financial Resources	3.83	1.339	4.51
Ease of Use and Accessibility	3.70	1.358	4.23
Government Policies and Legal Regulations:	3.66	1.350	4.13
Data Security and Privacy	3.69	1.340	4.10
Training and Development	2.63	1.422	2.84
Ease of Use and Accessibility	3.62	1.184	3.99

The above table presents the mean, standard deviation, and means rank of various factors influencing Digital Human Resource Management Practices. The results indicate that Cost and Financial Resources secured the highest mean score of 3.83 and the highest mean rank of 4.51, indicating that financial availability and resource

allocation are the most influential factors in implementing digital HRM practices. Employee Digital Competency and Ease of Use and Accessibility recorded identical mean scores of 3.70, with mean ranks of 4.19 and 4.23, respectively, highlighting the importance of employees' digital skills and user-friendly HR technologies. Data Security and Privacy obtained a mean score of 3.69 and a mean rank of 4.10, indicating that protecting employee information is also an important consideration. Government Policies and Legal Regulations recorded a mean score of 3.66 and a mean rank of 4.13, suggesting that regulatory support influences the adoption of digital HRM practices.

The factor Training and Development recorded the lowest mean score of 2.63 and a mean rank of 2.84, indicating comparatively lower importance attached to employee training and development. The additional dimension of Ease of Use and Accessibility recorded a mean score of 3.62 and a mean rank of 3.99. The standard deviation values range from 1.184 to 1.422, reflecting variations in respondents' opinions across the factors.

Overall, the findings reveal that Cost and Financial Resources is the most prominent factor influencing Digital Human Resource Management Practices, whereas Training and Development is the least prominent factor. This suggests that financial support, employee digital competency, accessibility, data security, and regulatory compliance play significant roles in the adoption and implementation of digital HRM practices

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Table: 2 Kendall's Coefficient of Concordance

No.of.Respondents	200
Kendall's Wa	.092
Chi-Square	63.322
df	6
Asymp. Sig.	0.000

The above table presents the results of Kendall's Coefficient of Concordance (Kendall's W), used to examine the degree of agreement among the 200 respondents regarding the factors influencing Digital Human Resource Management Practices. The calculated Kendall's W value is 0.092, indicating a low level of agreement among the respondents in ranking the identified factors. The Chi-Square value is 63.322 with 6 degrees of freedom. The asymptotic significance value is 0.000 ($p < 0.001$), which is statistically significant at the 5% level.

Therefore, the null hypothesis is rejected, indicating that there is a statistically significant degree of agreement among the respondents in their ranking of the factors influencing Digital Human Resource Management Practices. However, the low Kendall's W value of 0.092 suggests that the strength of agreement is relatively weak.

6.DISCUSSION

The proposed study emphasises that digital HRM practices should not be viewed merely as technological tools for automating HR functions. Instead, they should be considered strategic mechanisms for improving employees' experiences and strengthening organisational relationships. Managers should motivate feeling the pulse of the employees and environment. If a manager adopts this strategy, it would facilitate to enhance the level of employee engagement.

Effective digital recruitment, training, performance management, and communication systems can improve the convenience and transparency of HR services. These improvements may create a positive employee experience by reducing administrative barriers and providing employees with greater control over their professional development.

Employee experience is particularly important because the successful adoption of digital HR systems depends on employee perceptions and acceptance. Organisations that provide user-friendly systems, adequate training, responsive technical support, and transparent digital policies may achieve better employee outcomes.

Furthermore, positive employee experiences may strengthen organisational commitment by creating trust, satisfaction, belongingness, and emotional attachment. Therefore, organisations need to balance technological advancement with employee well-being and human-centred HR practices.

Theoretical Implications

The study contributes to the existing HRM literature by integrating digital HRM practices, employee experience, and organisational commitment into a single conceptual framework.

First, the study extends the understanding of technology-enabled HRM by examining its influence on employee-related outcomes rather than focusing exclusively on administrative efficiency.

Second, it highlights employee experience as an important mediating mechanism that explains how digital HRM practices may influence organisational commitment.

Third, the study provides an employee-centred perspective on digital transformation by connecting technological HR practices with psychological outcomes such as emotional attachment, loyalty, and organisational identification.

Practical Implications

The findings of this study, when empirically validated, may provide useful guidance to HR managers, organisational leaders, and policymakers.

Investment in Digital HR Systems: Organisations should invest in reliable, user-friendly, and integrated HR technology platforms to improve the delivery of HR services.

Employee Training: Regular digital skill development programmes should be organised to improve employees'

confidence and ability to use digital HR systems.

Improvement in Employee Experience: HR managers should focus on accessibility, convenience, transparency, and responsiveness while implementing digital HR practices.

Strengthening Organisational Commitment:

Organisations should use digital HR platforms to improve employee recognition, communication, career development, and organisational support.

Data Security and Privacy: Appropriate data protection policies should be implemented to safeguard confidential employee information and develop trust in digital HR systems.

7. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

The proposed study may be subject to certain limitations. The use of self-reported questionnaire data may create response bias. Further, differences in organisational size, industry, technological infrastructure, and employee digital competency may influence the relationships among the variables.

Future studies may examine the moderating role of digital literacy, organisational culture, technology readiness, and leadership support. Comparative studies across public and private sector organisations may also provide additional insights into the effectiveness of digital HRM practices.

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8.CONCLUSION

Digital Human Resource Management practices have become an important component of organisational transformation. The integration of digital technologies into recruitment, training, performance management, compensation, and employee communication has created new opportunities for improving HR service delivery. However, the success of digital HRM depends not only on the availability of advanced technology but also on the quality of employee experience.

The present study proposes that employee experience acts as a mediating mechanism between digital HRM practices and organisational commitment. Effective digital HR practices can create positive employee experiences through improved accessibility, convenience, transparency, communication, and organisational support. These positive experiences may subsequently strengthen employees' emotional attachment, loyalty, and commitment towards their organisations.

The study highlights the importance of adopting an employee-centred approach to digital transformation. Organisations should therefore integrate technological innovation with employee well-being, continuous learning, and supportive workplace practices to develop a committed and productive workforce in the digital era

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