

The Effect of Training on Employee Experience via Digital HRM System: A Qualitative Approach



Tran Thi Nhung

University of Economics and Business, Vietnam National University Hanoi

ABSTRACT:

Purpose: This study aims to investigate the impact of training on employee experience in the context of digital HR, with a specific focus on the physical, digital, and cultural dimensions of employee experience.

Methodology: This paper employs a qualitative research approach, specifically semi-structured interviews with 9 employees and managers in leading telecommunication companies in Vietnam.

Findings: The study found that while digital training offers significant advantages in terms of flexibility and accessibility, it may not fully address the need for social interaction and cultural experiences. A blended approach that combines traditional and digital methods can provide a more comprehensive and effective training experience.

Originality/Value: This study contributes to the growing studies on the impact of training on employee experience in the digital age. By examining the physical, digital, and cultural dimensions of employee experience, this research offers valuable insights for organizations seeking to optimize their training strategies and enhance employee satisfaction and engagement.

KEY WORDS: training, digital HRM, employee experience

1. INTRODUCTION

Training has long been recognized as a crucial component of human resource management, contributing significantly to personnel development, organizational performance, and employee engagement. In the digital era, the nature of work and skills have undergone significant transformation. As organizations increasingly adopt digital human resource management (HRM) systems, the role and implementation of training has evolved.

The missing link from HR practices to employee engagement, particularly in the digital era, has been stated as employee experience (Malik et al., 2023). A positive employee experience can significantly impact employee satisfaction and engagement. However, the specific relationship between training and employee experience under digital HRM systems remains relatively unexplored.

In this study, the author approached leading companies in telecommunication sector in Vietnam which is known for rapid adoption of digital technologies and solid resources for implementation. By examining the experiences of employees in those companies in Vietnam, this study aims to shed light on the impact of training on employee experience in the digital HR era, contributing to a deeper understanding of how organizations can leverage training to enhance employee experience.

2. LITERATURE REVIEW

There have been various studies on the evolution of training, especially under the impact of technology and after Covid-19 (Biderback et al., 2024). Traditionally, off-the-job training was primarily conducted in face-to-face settings, often involving classroom-based instruction, workshops while on-the-job training focused on hands-on experience. While these methods were effective in imparting knowledge and skills, they were often time-consuming, costly, and limited in terms of accessibility and flexibility.

Under the effect of technology, training has been evolving with new forms and tools. E-learning has emerged as a powerful tool, offering a flexible and cost-effective alternative to traditional methods. Biderback et al. (2024) concluded that e-learning has provided advantages such as adaptability, ease of access, and flexibility for employees. In addition, virtual training and AI-assisted training have been introduced in many organizations. It can be seen that training in digital HRM system now enables the delivery

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of personalized training experiences as well as supporting organizations in tracking training process and results. In addition, by applying interactive features such as simulations, quizzes, and virtual classrooms, e-learning can create engaging and effective learning experiences. As a result, organizations can enhance employee engagement, knowledge retention, and overall performance.

As a result, positive employee experience is an expected result to retain employees. The relationship between training and employee experience has been concerned for long and demonstrated strong connection (Heyes & Stuart, 1996). As a concept developed from customer experience, employee experience can be understood as a reality that organizations design and create for employees (Morgan, 2017). Accordingly, three dimensions of employee experience have been identified: physical, technological and cultural environment. In this study, the effect of training on these three aspects would be explored.

3. METHODOLOGY

This study employs a qualitative approach, specifically semi-structured interviews, to gain in-depth insights into the impact of training on employee experience in the context of digital HRM. A total of nine interviews were conducted with employees and managers from leading telecommunication companies in Vietnam such as Viettel, FPT, CMC...

The semi-structured interview approach allowed for flexibility in exploring key themes, while ensuring a consistent and systematic data collection process. For training experiences, participants were asked to share their experiences with various training programs, both traditional and e-learning. To explore the impact of training on employee experience, they were asked to discuss how training has influenced their satisfaction, engagement, and overall work experience. In addition, there are questions on their perceptions of digital HRM systems in facilitating training and development.

By analyzing the qualitative data, this study aims to explore the relationship between training and employee experience via digital HRM systems.

4. RESULTS AND DISCUSSION

The findings from the interviews revealed that training has had a differential impact on the three dimensions of employee experience: physical, technological, and cultural environment

Physical Environment

Apparently, interviewees expressed that their companies are delivering both traditional and digital methods. The traditional ones require more expectations on physical environment but do not ensure the effectiveness. It was claimed that training in the meeting rooms made employees distracted and they wanted to get back to work. On the other hand, the facilities at the workplace also support e-learning better than their home.

Technological environment

Participants generally had positive experiences with digital training. They appreciated the convenience and flexibility of accessing training materials online, allowing them to learn at their own pace and from any location.

As I usually have to work at client's place, e-learning was very convenient for me. I can easily access training materials and recorded videos to learn any where any time. Sometimes I missed a training course and I can watched it again later.

For managers, they claimed that digital HRM system supported them in tracking their employees if they have completed the training or not. This is convenient for them to manage performance and make personnel decisions.

Now I can see the training process of my subordinates. Who have completed the courses, who did not to remind them. I can also check out their training needs and propose training courses for my team.

Cultural environment

While digital training offers convenience and flexibility, it can also limit opportunities for social interaction and relationship building. Some interviewees expressed a preference for face-to-face interactions and the development of stronger social bonds with colleagues. The lack of in-person interaction can potentially impact the cultural experience of employees, particularly in organizations that value teamwork and collaboration.

If I attend the training with my colleagues, we can exchange issues while learning and support each other. Also face-to-face interactions make me feel more engaged. When I do e-learning, I only know my progress and do not have much motivation.

Overall, the training in digital HRM systems has provided different experiences to employee in all dimensions. As a result, it is significant for organizations to explore and understand how to utilize training methods to enhance employee experience.

Implication

The findings from this study have several implications for organizations seeking to optimize their training programs in the digital age. While digital training offers numerous benefits, it is essential to maintain a balance between traditional and online methods.

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A blended approach can provide a comprehensive learning experience to improve not only technological but also cultural environment. While organizations should utilize the benefits of e-learning and digital HRM systems, it is crucial to incorporate opportunities for social interaction and relationship building. Organizations can organize virtual team-building activities, online forums, or in-person workshops to foster a sense of community among employees.

By carefully considering these factors, organizations can design and implement training programs that are both engaging and effective, ultimately leading to improved employee satisfaction, engagement, and performance.

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