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Integrative Digital Human Resource Management and Employee Experience Model on Organizational Agility in the Society 5.0 Era in Indonesia

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Abstract: This study examines the effects of Digital Human Resource Management (Digital HRM) and Employee Experience on Organizational Agility in the Society 5.0 era in Indonesia. The rapid development of digital technology, artificial intelligence, and human-centered innovation requires organizations to become more adaptive and responsive in managing change. Digital HRM is positioned as a strategic mechanism for transforming human resource functions through integrated digital systems, while Employee Experience reflects the quality of employees' interactions throughout the employee lifecycle. This research applies a quantitative explanatory design using a survey of 400 employees across multiple industries in Indonesia. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings indicate that Digital HRM has a positive and significant effect on Employee Experience and Organizational Agility. Employee Experience also significantly influences Organizational Agility and partially mediates the relationship between Digital HRM and Organizational Agility (indirect effect $\beta = 0.402$, $p < 0.001$). These results indicate that organizational agility is positively associated not only with Digital HRM but also with Employee Experience, which partially mediates the relationship between Digital HRM and Organizational Agility. Organizations should therefore integrate digital HR transformation with employee-centered strategies to sustain competitiveness in dynamic environments.

Keywords: Digital HRM, Employee Experience, Organizational Agility, Society 5.0, Human Resource Management

INTRODUCTION

Digital Human Resource Management is defined as the strategic application of digital technologies in managing human resources through integrated systems, automation, analytics, and technology-based decision making to improve organizational effectiveness (Bondarouk & Brewster, 2016). Digital Human Resource Management has become an important approach in modern organizations because it enables faster recruitment processes, data-driven performance evaluation, digital learning systems, and more responsive employee services. In the Society 5.0 era, organizations are required not only to utilize advanced technology, but also to align technology with human values and organizational sustainability (Deloitte, 2024).

Employee Experience refers to employees' overall perceptions and interactions during their employment journey, covering recruitment, onboarding, work environment, leadership

interaction, career development, and retention stages (Morgan, 2017). Employee Experience has become a strategic issue because employees increasingly expect flexibility, convenience, recognition, wellbeing, and meaningful work. Positive employee experiences are associated with stronger engagement, retention, and productivity, particularly when digital systems are designed around human needs rather than administrative efficiency alone (Deloitte, 2024).

Global economic transformation, artificial intelligence adoption, business uncertainty, and increasing market competition have significantly increased the role of Organizational Agility as a capability for maintaining competitiveness and sustainability. Organizational Agility is the ability to sense environmental change, respond quickly, adapt resources efficiently, and implement innovation continuously in dynamic conditions (Teece, 2018). Organizations that combine technology adoption with workforce reskilling and adaptive talent practices are better positioned to respond to labour-market and technological disruption (World Economic Forum, 2025).

In Indonesia, the acceleration of digital transformation has encouraged organizations to invest in information systems, cloud technology, artificial intelligence, and digital work platforms. However, digital access and employee-level technology adoption have not always been matched by organizational capability, coherent leadership direction, and workforce readiness. Capability gaps, fragmented HR systems, resistance to change, and uneven employee adaptability indicate that technological investment does not automatically create organizational agility without strategic human resource transformation (OECD, 2024).

Table 1. Selected Indicators of Digital Transformation and AI Adoption in Indonesia

Indicator	Year	Value	HRM/Agility Relevance
Internet penetration	2020	73.70%	Expanding digital access
Internet penetration	2022	77.01%	Broader digital participation
Internet penetration	2023	78.19%	Continued connectivity growth
Internet penetration	2024	79.50%	Wider technology-enabled work
Knowledge workers using generative AI at work	2024	92%	High employee-level AI adoption
Leaders concerned that their organization lacks an AI vision and plan	2024	48%	Strategic readiness gap

Source: APJII (2024); Microsoft & LinkedIn (2024).

Table 1 presents indicators that are publicly traceable. Internet penetration increased from 73.70% in 2020 to 79.50% in 2024, indicating broader access to digital systems. In parallel, 92% of Indonesian knowledge workers reported using generative AI at work in 2024. Yet 48% of leaders were concerned that their organizations lacked an AI vision and implementation plan. The combination of high employee-level AI adoption and concerns about organizational AI strategy suggests a potential gap between technology use and organizational readiness. This gap provides relevant context for examining how Digital HRM and Employee Experience relate to Organizational Agility (APJII, 2024; Microsoft & LinkedIn, 2024).

Such a gap can weaken Employee Experience when employees encounter fragmented platforms, unclear digital policies, limited capability development, or insufficient support.

These conditions can reduce engagement and readiness to adopt new work models, emphasizing that digital transformation requires both workforce capabilities and a human-centered implementation approach (Deloitte, 2024; OECD, 2024).

In addition, weak integration between Digital Human Resource Management systems and employee-centered management practices makes it difficult for organizations to optimize talent capabilities, accelerate decision-making, and build a collaborative innovation culture. As a result, many organizations fail to transform digital investment into sustainable organizational agility (Marler & Parry, 2016).

Table 2. Workforce Readiness Challenges in Indonesia

Indicator	Reported Figure	HRM/Agility Implication
Workers with low digital literacy	75%	Urgent need for large-scale digital upskilling
Workers with advanced digital skills	<1%	Limited talent for analytics and rapid innovation
Employers satisfied with graduate readiness	33%	Skill mismatch constrains workforce deployment
Women in the digital workforce	27%	Narrower and less diverse digital talent pool

Source: OECD Economic Surveys: Indonesia 2024 (citing the underlying studies reported in the survey).

Table 2 shows that workforce readiness is a central HRM constraint on organizational agility. The limited representation of women in the digital workforce is particularly relevant because a narrower and less diverse talent pool can restrict recruitment options, reduce the range of perspectives available for problem sensing and innovation, and weaken inclusive Employee Experience. Digital HRM can address this gap through transparent recruitment analytics, equitable access to digital learning, and career development practices that expand participation while strengthening adaptive capacity (OECD, 2024).

Based on the above background, the following research questions were formulated: 1) Does Digital Human Resource Management affect Employee Experience?; 2) Does Digital Human Resource Management affect Organizational Agility?; 3) Does Employee Experience affect Organizational Agility?; 4) Does Digital Human Resource Management affect Organizational Agility through Employee Experience?; 5) Does the integration of Digital Human Resource Management and Employee Experience improve Organizational Agility in Indonesia?.

METHOD

This study adopts an explanatory quantitative approach, with data analysis conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through SmartPLS 4 (Ringle et al., 2024). The research framework includes Digital Human Resource Management as the independent variable, Employee Experience as the intervening variable, and Organizational Agility as the dependent variable. This design was selected to examine both direct and indirect relationships among variables, while PLS-SEM enables simultaneous evaluation of the measurement and structural models and is appropriate for prediction-oriented analysis of complex relationships (Hair et al., 2021; Hair et al., 2024).

The population of this study consisted of employees working in medium and large organizations in Indonesia that have implemented digital HR systems, such as e-recruitment, HR analytics, digital learning, and performance management systems in 2026. These organizations operate in manufacturing, banking, education, healthcare, retail, and technology sectors. From this population, a sample of 400 respondents was selected using purposive

sampling. The criteria included permanent employees, minimum one-year work experience, active use of digital systems, and understanding of organizational digital transformation.

The study used primary data collected through a structured online questionnaire. The final measurement model retained 17 reflective indicators: six indicators for Digital HRM (DHRM1-DHRM6), six indicators for Employee Experience (EX1-EX6), and five indicators for Organizational Agility (OA1-OA5). Digital HRM covered integrated HR platforms, process automation, HR analytics, digital learning, employee self-service, and technology-supported HR decision making; a representative item was, “My organization uses integrated digital technology to analyze HR data and support HR-related decisions.” Employee Experience covered technology usability, leadership support, recognition, wellbeing, work environment, and development; a representative item was, “The digital HR services provided by my organization are easy to use and improve my overall work experience.” Organizational Agility covered environmental sensing, decision speed, resource reconfiguration, cross-functional collaboration, and continuous innovation; a representative item was, “My organization can rapidly reconfigure people and work processes when environmental conditions change.” The Digital HRM item structure was aligned with recent six-item empirical measurement, while the Employee Experience and Organizational Agility items were adapted to the Indonesian organizational context from the conceptual and empirical foundations of Morgan (2017), Shin et al. (2015), Teece (2018), and Hu and Lan (2024). All indicators were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Descriptive statistical analysis was conducted to describe respondent characteristics and data distribution through minimum value, maximum value, mean, and standard deviation. Furthermore, the data were analyzed using SEM-PLS through several stages. First, validity and reliability tests were conducted using loading factor, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE). Second, the outer model was evaluated to assess indicator validity. Third, the inner model was analyzed using path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2). Finally, bootstrapping with 5,000 resamples was conducted to test hypotheses and mediation effects.

The mediating role of Employee Experience was assessed by examining the bootstrapped indirect effect of Digital HRM on Organizational Agility. Direct, indirect, and total effects were subsequently evaluated to determine the nature of the mediation. Digital HRM therefore improves agility through two complementary routes: directly through faster and more integrated workforce systems, and indirectly by improving how employees experience and respond to those systems.

Common Method Variance Assessment

Because the predictor, mediator, and outcome measures were collected through the same questionnaire, potential common method variance was assessed using Harman’s single-factor test. All 17 retained measurement indicators were entered simultaneously into an unrotated exploratory factor analysis. Common method bias was considered a potential concern when a single factor explained more than 50% of the total variance (Podsakoff et al., 2003).

RESULTS AND DISCUSSION

This study involved 400 respondents from medium and large organizations in Indonesia that have implemented digital HR systems. Respondents were drawn from manufacturing, banking, education, healthcare, retail, logistics, telecommunications, and technology sectors. Based on gender, 53.8% were male and 46.2% were female. Based on age, 64.5% of respondents were between 25-40 years old, indicating that most respondents belonged to the productive workforce category and were highly exposed to digital work systems. Based on tenure, 59.7% had worked for more than three years, suggesting that respondents had sufficient experience in evaluating organizational HR practices and adaptive capability.

Common Method Bias Assessment

The first unrotated factor accounted for 47.36% of the total variance. The first unrotated factor accounted for 47.36% of the total variance. Although no single factor exceeded the selected 50% threshold, this diagnostic alone cannot rule out potential common method bias.

Descriptive Statistics

Descriptive statistical analysis was conducted to examine the general tendency of research variables. The results indicate that Digital Human Resource Management had a mean score of 4.18, Employee Experience had a mean score of 4.09, and Organizational Agility had a mean score of 4.14. These values indicate that respondents generally perceived their organizations to have relatively good digital HR systems, favorable employee experiences, and moderate to high agility capability.

Table 3. Descriptive Statistics

Variable	Minimum	Maximum	Mean	Std. Deviation
Digital Human Resource Management	2.11	5.00	4.18	0.612
Employee Experience	2.25	5.00	4.09	0.644
Organizational Agility	2.08	5.00	4.14	0.587

The standard deviations ranged from 0.587 to 0.644, indicating moderate dispersion around the mean scores across the three constructs.

Measurement Model Evaluation

The outer model was assessed through convergent validity, discriminant validity, and reliability tests. All indicators had loading factor values above 0.70, indicating strong convergent validity. Composite Reliability and Cronbach's Alpha values exceeded 0.70, while Average Variance Extracted (AVE) values were above 0.50. These results confirm that all constructs were valid and reliable.

Table 4. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Digital Human Resource Management	0.914	0.931	0.684
Employee Experience	0.901	0.918	0.653
Organizational Agility	0.909	0.926	0.671

Discriminant validity was evaluated using the Heterotrait-Monotrait ratio (HTMT). Current SmartPLS 4 reporting guidance treats values of 0.85 or lower as strong evidence of discriminant validity, while values between 0.85 and 0.90 may still be acceptable for conceptually similar constructs (Henseler et al., 2015; Hair et al., 2024). As shown in Table 5, all pairwise HTMT values were below the conservative 0.85 threshold.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

Construct	Digital HRM	Employee Experience	Organizational Agility
Digital HRM	—		
Employee Experience	0.842	—	
Organizational Agility	0.779	0.834	—

Note: Digital HRM-Employee Experience = 0.842; Digital HRM-Organizational Agility = 0.779; and Employee Experience-Organizational Agility = 0.834. All values are below 0.85, confirming that the three reflective constructs are empirically distinct.

Structural Model Evaluation

The inner model was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), and model fit (SRMR).

Table 6. Structural Model Results

Variable	R^2	Q^2
Employee Experience	0.612	0.398
Organizational Agility	0.741	0.514

The R^2 value of 0.612 indicates that 61.2% of Employee Experience variance was explained by Digital Human Resource Management. Meanwhile, the R^2 value of 0.741 indicates that 74.1% of Organizational Agility variance was explained by Digital Human Resource Management and Employee Experience. These R^2 values indicate substantial explanatory power for the endogenous constructs within the estimated model.

The Q^2 values above zero indicate predictive relevance for the endogenous constructs under the procedure used in this study. In addition, the SRMR value of 0.067 confirms good model fit because it is below the threshold of 0.08.

Hypothesis Testing

Hypothesis testing was conducted using bootstrapping with 5,000 subsamples.

Table 7. Path Coefficient Results

Hypothesis	Relationship	β	t-value	p-value	Result
H1	Digital HRM → Employee Experience	0.782	18.621	<0.001	Accepted
H2	Digital HRM → Organizational Agility	0.327	6.445	<0.001	Accepted
H3	Employee Experience → Organizational Agility	0.514	9.382	<0.001	Accepted
H4	Digital HRM → Employee Experience → Organizational Agility	0.402	7.714	<0.001	Accepted

Table 8. Mediation Assessment

Relationship	Direct Effect	Indirect Effect	Total Effect	VAF	Interpretation
Digital HRM → Employee Experience → Organizational Agility	0.327	0.402	0.729	55.14%	Partial mediation

Note: $VAF = 0.402 / (0.327 + 0.402) \times 100 = 55.14\%$.

All hypotheses were supported. The indirect effect was significant, and the VAF value of 55.14% falls between 20% and 80%, supporting a partial mediation interpretation.

Discussion of H1: Digital HRM and Employee Experience

Digital Human Resource Management had a positive and significant effect on Employee Experience. This finding indicates that organizations implementing integrated digital HR

systems are more capable of creating convenient, transparent, and responsive employee interactions. Employees benefit from faster administrative services, flexible access to HR information, personalized learning systems, and efficient communication channels.

This finding supports Bondarouk and Brewster (2016), who argued that digital HR transformation enhances employee value creation through technology-enabled HR processes. It also confirms that in Indonesian organizations, employee experience is strongly influenced by the quality of digital HR infrastructure. Therefore, technology adoption in HR should not only focus on efficiency, but also on user experience and employee wellbeing.

Discussion of H2: Digital HRM and Organizational Agility

Digital Human Resource Management also had a positive and significant effect on Organizational Agility. This means that organizations with mature digital HR systems are more capable of reallocating talent quickly, accelerating workforce decisions, improving capability mapping, and responding faster to environmental changes.

This result is consistent with Dynamic Capability Theory (Teece, 2018). Digital HRM supports sensing by using HR analytics and real-time employee information to identify capability gaps and emerging workforce needs; seizing by accelerating staffing, reskilling, talent deployment, and evidence-based decisions; and reconfiguring by enabling organizations to redesign roles, move people across units, and renew competencies as conditions change. Digital HRM therefore functions as an infrastructure for translating workforce information into rapid and coordinated organizational action.

For Indonesian organizations, this finding is highly relevant because many companies are still transitioning from manual HR systems to integrated digital platforms. The results indicate that such transformation significantly contributes to agility and competitiveness.

Discussion of H3: Employee Experience and Organizational Agility

Employee Experience showed a larger estimated direct path coefficient to Organizational Agility ($\beta = 0.514$) than Digital HRM ($\beta = 0.327$). This finding implies that organizations become more agile when employees feel supported, engaged, recognized, and psychologically secure. Positive experiences encourage collaboration, innovation behavior, resilience, and readiness for change.

This finding supports Morgan (2017), who explained that employee experience is a strategic source of sustainable performance. It also indicates that organizational agility is not solely driven by systems and structures, but by employees' emotional and behavioral readiness to adapt.

This result provides an important insight for managers: investment in technology without investment in employee experience may generate only partial transformation outcomes.

Mediation Analysis

The indirect effect of Digital Human Resource Management on Organizational Agility through Employee Experience was positive and significant. This indicates partial mediation, meaning Digital HRM improves agility directly, but its impact becomes stronger when it first enhances employee experience.

This result confirms that digital transformation must be human-centered without reducing Digital HRM to an employee-satisfaction mechanism alone. Organizations may gain direct agility benefits from integrated data, automation, and rapid talent allocation, but these benefits become stronger when employees also experience usability, trust, recognition, wellbeing, and developmental support. Employee Experience showed a significant partial mediating role in the relationship between Digital HRM and Organizational Agility, while the direct relationship between Digital HRM and Organizational Agility remained significant.

Theoretical Contribution

This study contributes to the Human Resource Management and Organizational Behavior literature in three ways. First, it extends Digital HRM literature by demonstrating that digital HR systems influence not only efficiency outcomes but also strategic agility outcomes. Second, this study integrates Employee Experience as an important mediating construct, which has received limited attention in previous Indonesian studies. Third, the study strengthens Dynamic Capability Theory by showing that human-centered HR systems are critical in transforming digital resources into agility capability.

Managerial Implications

The findings suggest that organizations in Indonesia should prioritize integrated HR platforms, employee self-service systems, digital learning ecosystems, HR analytics dashboards, and agile talent management practices. At the same time, organizations must strengthen employee experience through supportive leadership, recognition systems, wellbeing programs, and flexible work arrangements.

Managers should recognize that the strongest driver of agility in this study was Employee Experience. Therefore, organizational competitiveness in the Society 5.0 era depends not only on technology investment, but also on creating positive and meaningful employee journeys.

Overall Discussion

These findings are consistent with the introduction, which identified a gap between rapid digital transformation and limited workforce adaptability in Indonesia. The findings provide empirical evidence that Digital HRM and Employee Experience are positively associated with Organizational Agility among the organizations represented in the study. Therefore, Organizational Agility is not merely a technological outcome, but a strategic result of combining digital capability with people-centered management systems.

CONCLUSION

This study aims to examine the effect of Digital Human Resource Management on Organizational Agility through the mediating role of Employee Experience in the context of the Society 5.0 era in Indonesia. The results of the study indicate that Digital Human Resource Management has a positive and significant effect on Employee Experience and Organizational Agility. This finding shows that organizations implementing integrated digital HR systems are more capable of creating efficient HR processes, improving employee interactions, and strengthening adaptive organizational capability.

Furthermore, Employee Experience was found to have a positive and significant effect on Organizational Agility and became the strongest predictor in the structural model. This result implies that organizations with employees who feel supported, engaged, recognized, and facilitated through positive work experiences tend to respond faster to environmental changes, collaborate more effectively, and adapt more successfully to uncertainty. Therefore, organizational agility is not only influenced by technological readiness, but also by employee perceptions and behavioral readiness.

The mediation analysis confirms that Employee Experience significantly mediates the relationship between Digital Human Resource Management and Organizational Agility. This indicates that digital HR transformation will generate stronger organizational outcomes when supported by employee-centered strategies. The findings suggest that Digital HRM is associated with Organizational Agility both directly and indirectly through Employee Experience.

Theoretically, this study contributes to the development of Digital HRM and Dynamic Capability literature by demonstrating that Employee Experience functions as a strategic

behavioral mechanism linking digital transformation and organizational agility. Practically, the findings provide implications for organizations in Indonesia to prioritize integrated HR platforms, digital learning systems, employee wellbeing programs, agile leadership development, and supportive work environments to sustain competitiveness in the Society 5.0 era.

This study has several limitations, including cross-sectional data design and the focus on organizations in Indonesia only. Therefore, future studies are recommended to use longitudinal approaches, comparative cross-country analysis, and additional variables such as leadership agility, innovation climate, or organizational culture to enrich understanding of agility development in digital environments.

Overall, the findings indicate that Digital HRM and Employee Experience are positively associated with Organizational Agility, with Employee Experience partially mediating the relationship between Digital HRM and Organizational Agility.

This study demonstrates that Digital Human Resource Management strengthens Organizational Agility both directly and through Employee Experience. Integrated HR technologies improve the speed, transparency, and coordination of workforce processes, while positive employee interactions translate those capabilities into stronger readiness to collaborate, innovate, and respond to change. Employee Experience is therefore a complementary behavioral mechanism rather than a substitute for the direct contribution of Digital HRM.

Theoretically, the findings extend Digital HRM research by connecting technology-enabled HR practices with the sensing, seizing, and reconfiguring processes of Dynamic Capability Theory. Practically, organizations should combine integrated HR platforms, analytics, digital learning, and agile talent deployment with supportive leadership, fair recognition, employee wellbeing, inclusive career development, and user-friendly digital services.

The study is limited by its cross-sectional, self-report design and its focus on organizations in Indonesia. These features restrict long-term causal interpretation and may not capture differences across institutional or sectoral contexts. The model also did not explicitly measure contextual variables such as organizational culture, digital leadership, sector type, or technological maturity, which may strengthen or weaken the observed relationships.

Future research should use longitudinal and multi-source designs to examine how Digital HRM and Employee Experience shape agility over time. Comparative studies between public and private organizations, as well as multi-group analysis across industries and levels of digital maturity, are recommended. Adding organizational culture, digital leadership, innovation climate, and employee digital competence would also provide a more complete explanation of organizational agility in the Society 5.0 era.

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