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Exploring digital human resource management practices in the telecommunication sector in Vietnam

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Abstract: This study explores the implementation of digital human resource management (HRM) practices within organizations through a qualitative lens. Semi-structured interviews were conducted with nine employees and managers to understand their experiences and perceptions of digital HRM systems. Our findings suggest that digital HRM has been applied in companies in Telecommunication sector in Vietnam at different functions and scope. However, the research also highlights the importance of considering employee adoption, organizational culture, and technological challenges. Limitations include a small sample size and the absence of quantitative data. Future research will employ a larger sample and mixed-methods approach to comprehensively examine the impact of digital HRM on organizational performance and employee outcomes.

Keywords: Digital HRM practices, telecommunication sector, Vietnam.

1. Introduction

In Vietnam, the economy and organizations and businesses are operating in the context of digital transformation with attention and strategic investment from state management agencies. Especially after the COVID-19 period, all countries in the world, including Vietnam, have recognized the importance of digital transformation. In 2020, the Prime Minister approved Decision No. 749/QD-TTg "National Digital Transformation Program to 2025, with a vision to 2030." Accordingly, this Decision promotes the digital transformation of business organizations and especially state agencies to gradually transform and digitize data, processes and procedures. In addition, the Ministry of Information and Communications has also approved a project to assess the level of digital transformation of enterprises and support the promotion of digital transformation of enterprises (Egov, 2023). According to the project, the level of digital transformation of enterprises is divided into 6 levels and the

subjects of application include enterprises, cooperatives, production and business establishments of all economic sectors, in all industries, fields, and locations nationwide, with different scales (micro, small, medium, large). Thus, the context of digital transformation in Vietnam has been clearly formed and developed, affecting all types of enterprises and fields in Vietnam.

HRM has been studied in recent years under the impact of global digital transformation. Sengupta et al. (2021) explore the application of SMAC technologies (Social, Mobile, Analytics, Cloud) to HRM functions. Vardarlier (2020) studies the digitalization of payroll processes, data management, internal communications and other features. Fenech et al. (2019) delve into the function of HRM in the digital transformation process at enterprises and argue that digitalization supports routine operations well but has not had much impact at the strategic level. Strohmeier's (2020) research focuses on clarifying concepts related to digital HRM, highlighting the common use of terms such as digital HRM, digital HRM transformation... Accordingly, he points out that these terms are being used in similar contexts with similar layers of meaning, all referring to the application of technology to HRM in the current digital age and all having different emphases in terms of process and method. In addition, many studies delve into the application of new technologies to HRM such as systems applying AI, Big Data, etc. It is noticeable that both the practical and academic world are paying attention to digital HRM with more and more studies on this topic.

As a result, there have been some studies in Vietnam digging into the topic of digital HRM. The impact of digital HRM on organization performance has been studied by Kieu (2021), Tran et al. (2021) while Do (2023) explored the digital transformation of HRM in industrial zones. Specifically Kieu (2021) found the positive effect of digital HR practices on business outcomes of companies by quantitative analysis with more than 200 samples collected from Vietnam. Do (2023) emphasized the urgency of applying digital HRM in industrial zones in Bac Ninh province. Tran et al. (2021) discussed mainly the trends of digital HRM and proposed some solutions. It can be seen that most researches focus on literature reviews with few

studies exploring the practices of digital HRM. In addition, there has been no research so far investigating the digital HRM in the Telecommunication sector in Vietnam.

Therefore, the authors would like to bridge the gap with this paper to provide an overview of digital HRM practices in telecommunication companies.

The Telecommunication sector includes high tech organizations with continuous innovation and new technology application. HRM systems in this sector can be the leading examples for other companies to follow. Accordingly, our research question is: How do companies in the Telecommunication sector in Vietnam implement digital HRM practices?

2. Literature review

Digital HRM is a term used in the research of Halid et al. (2020), Wang et al. (2022), and Kieu (2021). This is a commonly used term and is a research trend of many scholars. Saini (2018) defines digital HRM as a management activity based on digital technology platforms, applications and the Internet to build an integrated system serving both employees and managers.

Sengupta et al. (2021) shared a similar approach which link digital HRM to modern technologies named SMAC - Social, Mobile, Analytics and Cloud. It can be seen that there has been mutual agreement on the technology application of HRM to transform digital practices of all HRM functions.

Specifically, Sengupta et al. (2021) studied the changes in HR functions under the application of technology. Accordingly, the four main functions identified in the study include:

Recruitment and selection: Currently, up to 70% of companies have applied technology in recruitment and this is expected to increase to 85% in the near future (Sengupta et al., 2021). The application of technology in recruitment is demonstrated through: posting recruitment information and job descriptions on digital platforms such as websites, social media, and applications; through collecting online applications; and conducting testing and interview rounds through online tools. Some recruitment platforms in Vietnam apply

algorithms that can automate the screening of applications based on specific criteria such as TopCV, Navigos. In addition, AI technology has also been used in interviews and assessments, predicting candidates' abilities (Lee & Kim, 2021; Budhwar et al., 2022). Overall, digital recruitment is understood as the recruitment process that utilizes technology in attracting candidate sources and screening candidates through online platforms and applications.

Training and development: Digital training is a concept developed from e-learning in education, according to which training is applied with technology and digital techniques, in which teachers and learners can communicate and interact through many online forms (Trinh, 2012; Vardarlier, 2020). The training function has been supported early by the digitization of learning materials, the deployment of online lectures and this has been promoted during the COVID-19 period. Deploying online training with a digital learning material system helps personalize the learning process, and is convenient in terms of time and space for employees to develop themselves. However, the limitations in the ability to interact, monitor and support learners need to be supported by organizations with specific support measures.

The training system may include each employee's development plan as well as links to the performance management system to promptly identify training needs and develop training implementation plans.

Performance management: With many supporting software and technology systems, performance management has been continuously improved with many functions to effectively evaluate employee performance as well as provide timely feedback. The systematization of this function supports the monitoring of goals and completion progress as well as coordination with different departments. The application of additional algorithms and data processing also helps to predict development potential, serving the purpose of rewarding and planning human resources.

Compensation and benefits: some basic activities such as timekeeping and salary calculation have long been integrated with technology to increase accuracy and efficiency. In addition, administrative procedures will be minimized, and parties including employees, managers, and human resources departments can monitor the work process and corresponding salary and benefit changes.

In addition to the above common functions, other administrative functions of HRM have been and are being applied with technology to specifically support the Employee Information Portal and the human resource data system. Information support for employees is provided by a centralized portal so that employees can easily access personal information, company policies, and important announcements. This is also the function of the Human Resource Information System - HRIS that has been deployed since the 2000s. Today, the system can be integrated with automated consulting tools (chatbots) or integrated with AI to answer questions and interact with employees.

Moreover, with diverse and fully updated human resource data, automating the Human Resource Management Process and Relevant Data Analysis to predict and manage changes in the organization will help reduce errors and increase the effectiveness of HRM (Bredin & Söderlund, 2011).

3. Research methodology

A qualitative approach offers a deep look into digital HRM practices within organizations. By employing methods such as interviews and case studies, the authors aim to uncover the practical situations as to how digital HRM functions are being implemented. This approach allows for exploration of the practical implementation behind technology adoption, including employee experiences, usage and challenges faced during implementation. Qualitative research also enables researchers to understand the contextual factors around digital HRM initiatives, providing rich data for understanding the real situations and developing recommendations.

To be more specific, semi-structured interviews is one of the popular methods in qualitative research that has been adopted. By providing a flexible framework with open-ended questions, researchers can explore employees' and managers' experiences with digital HRM systems. Interviews with employees can illuminate the impact of these systems on daily

work life, experiences, and perceived efficiency. For instance, questions about ease of use, access to information, and the role of technology in communication can provide valuable insights. Conversely, interviews with managers offer a strategic perspective on the implementation and outcomes of digital HRM in managing employees. Exploring issues such as convenience, performance management support and reporting functions help authors to understand the broader organizational context. By combining employee and managerial perspectives, researchers can gain more comprehension of digital HRM practices.

For sample collection, snowball techniques have been applied which the authors based on the connection network that developed when the authors asked to be introduced to employees in the Telecommunication sectors. The interviewees then also provided introductions to other interviewees who joined the research. Overall, nine participants were approached for semi-structured interviews to provide diverse perspectives on digital HRM practices. The sample included a mix of employees from various departments and levels, as well as managers with varying degrees of involvement in HR functions. This purposeful sampling strategy aimed to capture a broad range of experiences and opinions. Interviews were conducted in a private setting to encourage open and honest dialogue. To ensure consistency and comparability, a semi-structured interview guide was developed, covering key themes such as technology adoption, employee experience, organizational impact, and challenges faced. It should be noted that all interviews were conducted in Vietnamese and then translated to English for this paper. As conducted under semi-structured interviews, some questions that were prepared are as follows:

(1) Please tell us about your role and the company you are currently employed at.

(2). Is there any digital tool or software used in your company for HR management?

(3) What are the main features you use on this HR software?

(4) How often do you use this application?

(5) What specific aspects of your work does this HR software assist you with?

(6) How would you compare this HR software to other HR systems you have used before?

(7) What features would you like to see added or improved in this HR software?

(8) Were the questions in this survey easy to understand?

(9) Do you have any suggestions for improving the survey questions or content?

Other questions were proposed during the interview, based on the answers of interviewees.

Table 1: Interviewees participating in the research

Interviewee code	Position	Organization	Area
C1	Employee	CMC	Hanoi
C2	Employee	CMC	Hanoi
M1	Employee	MobiFone	Hanoi
M2	Manager	MobiFone	Hanoi
V1	Manager	Viettel	Hai Duong
F1	Manager	FPT	HCM City
F2	Employee	FPT	Hanoi
N1	Employee	VNPT	Hanoi

Source: Authors.

4. Main findings

As mentioned above, Vietnam's telecommunication sector has rapidly embraced digital transformation, and Human Resource Management (HRM) is no exception. Leading players like FPT and Viettel have demonstrated a strong commitment to technological innovation by developing internal digital HRM systems. This approach allows for tailored solutions that align closely with their organizational culture and specific HR needs. Meanwhile, VNPT has opted for a commercial platform, Odoo, to build its HRM system, benefiting from pre-built functionalities while customizing it to suit their requirements. CMC, in collaboration with SAP, has implemented SuccessFactors, a comprehensive digital management system including various HR functions. MobiFone is also investing in digital HR by developing its own ERP system, indicating a growing trend towards integrated HR solutions. These companies' swift adoption of technology highlights their forward-thinking

approach to digital HR management and their recognition of the strategic importance of digital transformation in driving business success.

By collecting qualitative data via in-depth interviews with employees and managers at five major corporations: Viettel, VNPT, MobiFone, FPT, and CMC, the authors have explored details of digital HRM practices in daily work. Additionally, the study incorporates secondary data from reports, official websites and publicly available information on these enterprises. Accordingly, the current state of digital HRM will be exploited through the main functions of HRM including: Recruitment and Selection, Training and development, Performance Management and Compensation and Benefits management.

Recruitment

100% of the interviewed businesses use recruitment websites, social media platforms and partners' recruitment pages to post job information and receive candidate applications. However, few corporations have built a centralized recruitment system and integrated it with HRM systems. In particular, VNPT has a centralized recruitment information portal (Talent Acquisition Management System - TAMS) that manages job positions, candidate profiles, and supports the organization of online recruitment events (VNPT, 2021). FPT has the website fptjobs.com and Viettel has the website tuyendung.viettel.vn to receive and store candidates' profiles directly. Candidate profiles are stored in the cloud, allowing easy access and seamless updates on the outcomes of each recruitment round. Other enterprises such as MobiFone, and CMC keep compiling the list of candidates through email, the cloud, and using obsolete methods in Excel. Interviewer F2 from FPT stated that the applicants are required to fill in their information online on the recruitment website. While the C2 respondent is still required to submit through email.

Selecting candidates through online testing and interview methods have not yet become widespread. Some businesses have integrated this process in their HRM system such as FPT, VNPT and Viettel. Nevertheless, AI and Big Data applications have not been broadly applied. It can be seen that although digital recruitment has been widely implemented, methods and effectiveness are not yet uniform.

Training and development

Training and development is a mission that all telecommunication enterprises have focused on and invested heavily in recently. The surveyed enterprises all have platforms for digital training, e-learning, and course data warehouses, although the training process is managed through digital platforms differently.

In addition to Viettel Academy - a school dedicated to professional training, Viettel owns the E-learning/LMS online learning system that provides a synchronous training database that is continuously updated and built for all employees. Nearly 100 training courses for more than 30,000 employees in offline and online forms are organized every year (Nguyen, 2024). While the digital training systems of VNPT and FPT are separate from the HRM system, those of Viettel and CMC are integrated. According to respondent V1.

"When I log in to the system, I can access my training courses and my employees' courses, as well as the training process and results of each employee in their personal profile." - V1

C2 respondent from CMC indicated that employees use the SAP system to participate in training courses. Meanwhile, MobiFone has an e-learning training system at elearningmds.mobifone.vn, but respondent M1 stated that they had not been informed about online courses here.

"I know there is a platform for e-learning somewhere but I was not required to take part in and rarely informed or reminded on that platform." - M1

In addition to the available online training courses, the offline training organization is still being implemented. Thus, digital training is increasingly being invested in by Vietnamese telecommunications enterprises. However, the application of technology is not yet consistent among enterprises; moreover, specific activities in the training process still require smooth coordination between offline and online activities throughout the system.

Performance evaluation

Nowadays, with technology, many Vietnamese enterprises have integrated evaluation criteria into their employee evaluation systems, making the evaluation process more systematic and effective. While Viettel, VNPT, CMC, and FPT evaluate the

performance through their digital systems, MobiFone still relies on synthesizing data through Excel files. Regarding management, Viettel's KPI system is integrated into the digital HRM system. By decentralizing authority to managers, their digital system becomes a two-way communication for managers to evaluate their subordinate employees and for employees to receive their evaluation results (from V1 respondent). Meanwhile, the F1 respondent stated that

"FPT's KPI evaluation system is a separate system, not included in the HRM system. Every month, I only accesses the system once or twice to approve KPI evaluations." - F1

However, there are some limitations in applying technology to employee evaluation. For example, C1 from CMC reported that:

"The system displays KPI and KPI results but without having specific comments. Performance results are represented by numbers, and employees have to receive feedback through meetings with their managers." - C1

In Viettel, comments can be recorded on the system, but employees still prefer communication. Moreover, work tasks are assigned through communication, while the evaluation results on the system are only utilized for making decisions relating to the bonus and promotion of each employee. Therefore, the direct manager plays an important role in providing specific feedback so that employees can improve themselves by understanding their strengths and weaknesses. Although the technology in HRM evaluation in Vietnam is widely applied, applying it effectively requires businesses to invest continuously and build an evaluation system that meets their demands.

Compensation and benefits management

In the process of applying technology to support HRM, salary and bonus management is also one of the first digitized functions, serving the work of timekeeping, contract tracking, employee information, etc. With a large scale of thousands of employees and many affiliated units, such as subsidiaries, in many localities across the country, the management of employee records must be supported by technology. The functions of timekeeping and requesting leave through the digital HRM system create favorable conditions for "work from home" employees. The F1 respondent from FPT indicated that "I

log into the system every day to review employees attendance and approve employees leave and sick leave requests." - F1

C2 respondent from CMC emphasized the convenience of the system: "As I'm a remote outsourcer, the system-based timekeeping is a real time-saver." - C2

Meanwhile in MobiFone, though annual leave can be applied for via the system, the other information was still conducted via Excel

"Payroll statement is still monitored via monthly emails, including income and deductions, but the employees cannot check out salary in the system, only display the number of leave days." - M1

"In MobiFone, each center adopts different software to deal with C&B. Though the Headquarters offer a system with employee information, it cannot cover other functions effectively. My center uses Misa to support a part of C&B." - M2

Regarding mandatory welfare management, insurance management has been professionally digitized for all enterprises, including telecommunications enterprises, through I-VAN software or the public service portal according to regulations from the Vietnam Social Security Agency.

In addition to the above functions, the HRM system at telecommunications enterprises also supports tasks such as internal communication and answering inquiries and complaints to allow two-way communication with employees. F2 respondent indicated that

"If I need to make any inquiries or requests, I will create a ticket in the system and then receive the response as well as track the status of the ticket." - F2

Overall, while Vietnamese telecommunication companies have invested significantly in digital HRM systems, their implementation strategies vary considerably. Although all possess substantial resources and technological capabilities, the degree of success in leveraging these tools are quite different. Employees across these companies generally agree that digital HRM systems provide valuable support for daily tasks, with recruitment being the most seamlessly digitized process. However, challenges persist in other areas. While online training is available, tracking and evaluation systems require improvement. Performance

management systems primarily focus on result reporting and lack deeper integration with other HR functions. The complexity of compensation and benefits management is the barrier to its full digital transformation. The interviewed companies have been actively adopting and upgrading digital HR systems for several years. Despite this significant investment, there remains a lack of empirical research exploring the direct link between digital HRM and business outcomes. While the report from the Ministry of Information and Communications suggested positive impacts, such as a 6.7% increase in labor productivity in the telecommunication sector in 2022 (Ministry of Information and Communications, 2022), the revenue grew slightly by 0.41% in 2023 (Ministry of Information and Communications, 2023). To fully understand the complex interplay between digital HRM and organizational performance, further research is imperative. Within the scope of this paper, our findings suggest that while technology adoption is widespread, optimizing its use to achieve maximum efficiency and impact remains an ongoing challenge. Through the interviews with employees and managers of the top five companies in telecommunication sector, this paper has presented practical findings which support the comprehension of digital transformation in HRM. Also these findings can provide foundations for theoretical development of related topics such as the effectiveness of digital HRM practices, and facilitators and barriers of digital HRM… Overall, the authors expect to offer contributions to both academic scholars and practitioners via these findings.

5. Limitation and future direction

One limitation of this paper is the relatively small sample size of nine interviewees. While in-depth interviews provide rich qualitative data, a larger sample could offer greater generalizability of findings. Additionally, relying solely on interviews may not provide a comprehensive understanding of digital HRM practices. Observational methods, such as workplace visits, could offer valuable insights into the actual use of digital HR systems and their impact on organizational processes. Furthermore, incorporating a quantitative component, such as

surveys or performance metrics, could complement the qualitative data by providing statistical evidence to support or challenge the interview findings. Therefore, future research will adopt a quantitative approach involving a significantly larger sample size. By conducting a comprehensive survey, we aim to examine the impact of digital HRM practices on various organizational outcomes, including employee experience, job satisfaction, organizational commitment, and performance. This quantitative analysis will complement the qualitative findings and provide a more robust understanding of the correlation between digital HRM initiatives and desired outcomes.

6. Conclusion

Overall, this study offers preliminary insights into the complex interplay between digital HRM practices and organizational outcomes. Obviously, the telecommunication sector in Vietnam has made significant leading examples in adopting digital HRM systems. While these systems have shown potential in streamlining processes, their full impact is yet to be realized. The implementation of digital HRM practices varies significantly with recruitment mostly being digitalized while performance management and C&B management require more integration. While qualitative interviews provided valuable employee and managerial perspectives, the limitations of sample size and methodology highlight the need for further research. Future studies employing a mixed-methods approach with a larger sample will contribute to a more comprehensive understanding of the impact of digital HRM on various organizational aspects. By expanding the scope of research and incorporating quantitative analysis, researchers can generate evidence-based recommendations for organizations seeking to optimize their digital HR strategies.

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