

Title	Impact of Digital Human Resource Management on Organizational Resilience
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Abstract

The objectives of this research were to 1) to examine the levels of Digital Human Resource Management (DHRM) and Organizational Resilience in organizations, and 2) to analyze the effect of DHRM on Organizational Resilience. This study employed quantitative research design. The conceptual framework was developed based on digital HRM and organizational resilience literature, conceptualizing DHRM as a multidimensional construct comprising e-recruitment, e-training and e-learning, digital performance management, employee self-service, and digital HR communication, and defining organizational resilience in terms of adaptive capacity, crisis response speed, learning capability, resource reconfiguration, and continuity of operations. The population consisted of approximately 1,214 administrative employees in the Sino Digital Administration Organization (SDAO), a representative administrative-oriented organization in China operating under an integrated digital HRM system. The sample size was determined using Taro Yamane's formula at a 95% confidence level, resulting in 301 respondents selected through stratified random sampling. Data were collected through a structured questionnaire using a five-point Likert scale. Data analyses included descriptive statistics, reliability and validity testing, confirmatory factor analysis, discriminant validity assessment, and structural equation modeling.

The research findings revealed that 1) the overall levels of Digital Human Resource Management (DHRM) and Organizational Resilience were at high levels. The measurement model demonstrated strong reliability and validity, and the overall model fit indicated an excellent measurement model and a satisfactory structural model, 2) the structural analysis showed that DHRM had a significant positive effect on Organizational Resilience. All dimensions of DHRM significantly influenced Organizational Resilience, with digital performance management exerting the strongest effect, followed by e-training and e-learning, digital HR communication, employee self-service, and e-recruitment. These

results imply that organizations should prioritize integrated performance analytics, continuous digital learning, and rapid digital communication to enhance organizational continuity and resilience in VUCA environments.

Keywords: Digital Human Resource Management, Organizational Resilience, Structural Equation modeling