

HOW EMPLOYEES' EXPERIENCE OF TENSIONS AFFECTS THE RELATIONSHIP BETWEEN DIGITAL AND SUSTAINABLE HUMAN RESOURCE MANAGEMENT

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ABSTRACT

Digital technologies are increasingly adopted within organizations and perceived as a crucial tool to address sustainability challenges. However, owing to their unique properties, their impact may be ambiguous and, in some cases, negative. Given that the human resource management (HRM) function is considered to play a crucial role in organizations' digitalization and sustainability strategies, the study aims to investigate the relationship between digital HRM and sustainable HRM, and how the tensions experienced by employees affect this relationship. Potential participants were recruited in Vietnam from January to March 2025, using both online and offline surveys. Data from the 162 valid survey questionnaires was analyzed by partial least squares structural equation modelling. The study results indicate a direct positive correlation between digital HRM and sustainable HRM, with experienced tensions partially mediating this relationship. Although digital HRM may increase tensions experienced by employees, such tensions may, in turn, foster HRM sustainability. The study's findings suggest that managers should acknowledge the paradoxical nature of digital HRM and avoid overemphasizing its benefits in both communication and implementation. Moreover, given the paradoxical nature of these tensions, they should develop a holistic approach to cultivating paradoxical thinking within their organizations, enabling organizational members to accept and effectively manage the dual effects of HRM digitalization, thereby ensuring successful and sustainable digital transformation.

JEL codes: M12, O15, O33

Keywords: digital HRM, sustainable HRM, experience of tensions, paradoxical lens

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1 INTRODUCTION

Sustainability and digitalization are two megatrends that have gained prominence in global policies and management agendas. Digitalization is considered a crucial tool for addressing sustainability challenges (Brenner–Hartl, 2021). Like in other organizational functions, digitalization has been increasingly adopted and has become an important trend in human resource management (HRM) (Ammirato et al., 2023), especially during the COVID-19 pandemic (Bansal et al., 2023). However, despite growing sustainability pressures (Broccardo et al., 2023) and the potential of digital technologies to address them, the relationship between digital HRM and sustainable HRM remains fragmented (Guandalini, 2022) and insufficiently examined (George et al., 2021) in the extant literature.

Some scholars argue that the positive effects of digitalization on sustainability should not be overstated (Brenner–Hartl, 2021; Guandalini, 2022). In an HRM context, the extant literature highlights the ambivalent effects of digitalization on individuals, organizations and society. For instance, while automation enabled by digital HRM can promote employee productivity (Iqbal et al., 2019), it may also increase work-related stress due to concerns over job loss (Blom et al., 2019) and technostress (Kokshagina–Schneider, 2023). While algorithm-based technologies can improve the quality and objectivity of recruitment and HR planning decisions, they may also intentionally or unintentionally reinforce social discrimination (Tambe et al., 2019). However, despite the ubiquity of digital HRM and its paradoxical nature, few studies have examined how employees perceive and experience this process (Lanzolla et al., 2020).

In light of these gaps in the literature, this study aims to investigate the relationship between digital HRM and sustainable HRM, as well as the role of experienced tensions in this relationship. The following research questions guide the analysis:

- (1) What is the relationship between digital HRM and sustainable HRM?
- (2) What is the relationship between digital HRM and the tensions experienced by employees?
- (3) What is the relationship between experienced tensions and sustainable HRM?

The findings contribute empirical evidence on the intersection of digitalization and sustainability and broaden the scope of digital HRM outcomes. Furthermore, they highlight the paradoxical nature of digital HRM and the benefits of embracing tensions when implementing an HRM digitalization strategy.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Digital HRM and sustainable HRM

Digital technology can be broadly defined as a set of computing, information, communication, and connectivity methods, systems, devices, or tools (Bharadwaj et al., 2013). The integration of digital technology and HRM first occurred in the 1940s and 1950s (DeSanctis, 1986). As digital technologies advanced and the internet became widely accessible, various terms have been used over time to describe this phenomenon, including virtual HRM, web-based HRM, e-HRM, or smart-HRM. However, digital HRM is regarded as the broadest term (Theres-Strohmeier, 2023).

The idea of sustainability in HRM emerged in the late 1990s in Germany, Switzerland, and Australia, in response to serious social problems at workplaces, including skill shortages and work stress (Ehnert, 2014). The literature refers to the link between sustainability and HRM activities by different terms, including sustainable work systems, HR sustainability, sustainable leadership, or sustainable HRM. “Sustainable HRM”, which is generally considered an umbrella term encompassing these approaches (Kramar, 2014), has also been defined in different ways. Specifically, Cohen et al. (2012, p. 3) view sustainable HRM as a means to achieve sustainable firm performance, and define it as an HR system that “creates the skills, motivation, values and trust to achieve a triple bottom line and at the same time ensures the long-term health and sustainability of both the organization’s internal and external stakeholders, with policies that reflect equity, development and well-being and help support environmentally friendly practices.” By contrast, Zaugg et al. (2001, p. 1) regard sustainable HRM as an end itself, defining it as “methodological and instrumental approaches whose objectives are long-term-oriented, socially responsible and economically efficient recruiting, training, retaining and employment of employees.” The authors emphasize that “increasing employability, guaranteeing a harmonious work-life balance and enhancing individual responsibility take on an important role in the concept of sustainable human resource management” (p. 1). Despite varying definitions, the concept of sustainable HRM generally refers to the ability of HRM systems to accommodate multiple bottom lines (economic, human, social, and environmental goals), to control their impact within and outside organizational boundaries, and to ensure the development and regeneration of human and social resources over time (Ehnert, 2014).

Through automation, information, and collaboration mechanisms (Theres-Strohmeier, 2023), digital HRM can generate economic, human, social, and en-

vironmental benefits that contribute to the establishment of a sustainable HRM system. In the economic dimension, digital HRM significantly improves the accuracy and speed of HR tasks and reduces costs substantially. For example, automation helped the American Payroll Association reduce payroll errors by 80% (Stone et al., 2015). Using artificial intelligence-based recruitment solutions, Unilever shortened its candidate interview and assessment process by 70,000 man-days, thereby reducing hiring time by 90% and contributing 1 million GBP to the organization's annual savings (Raisch–Krakowski, 2021). In the human dimension, digital HRM can enhance employees' capability development. It frees HR staff from a significant workload of repetitive tasks and allows them to focus more time and energy on challenging, high-value tasks (Kokshagina–Schneider, 2023). It also allows organizations to provide more personalized and effective training programs for employees (Maity, 2019). In the social dimension, digital HRM can foster social diversity, equity and inclusion (Abdelhalim et al., 2024), and improve people's quality of life by enabling flexible or e-working arrangements. People in areas with limited employment opportunities can access higher-paying jobs in other areas (Arcidiacono–Piccitto, 2023). Marginalized individuals (Grigore et al. 2021) and those with culturally embedded family and caregiving responsibilities can better balance work-life demands and maintain their careers (Schongen, 2023). In the environmental dimension, digital HRM can improve organizations' energy and resource efficiency by reducing paper consumption, facilitating the use of shared resources (William–Singh, 2023), and minimizing or replacing physical travel. Tao et al. (2021) found that virtual conferences reduced carbon emissions by 94% and energy consumption by 90%. Against this background, the study posits that:

Hypothesis 1: Digital HRM is positively associated with sustainable HRM.

2.2 Digital HRM and employees' experience of tensions

Digital HRM can simultaneously generate positive and negative effects on individuals, organizations, and society. The co-existence of these competing yet interrelated effects can generate tensions experienced by the workforce. Based on a review of the literature, the study categorizes tensions into three major groups.

The first is the efficiency–substance paradox, which captures employees' struggle between the positive efficiency gains and the negative well-being impact generated by digital HRM. While digital connections increase employees' flexibility in meeting work requirements, they also heighten expectations of being constantly available and accessible even outside working hours (Marsh et al., 2022). These expectations not only blur work-life boundaries but also erode employees' recovery

time (Kokshagina–Schneider, 2023). Employees may also end up handling multiple obligations simultaneously (Baumgart et al., 2023).

The second is the efficiency–responsibility paradox, which describes tensions between efficiency gains and the intensification of social and ethical concerns. For instance, although using mathematical models based on biological indicators may improve the consistency of recruitment and selection processes, it may easily exclude people with neuroatypical characteristics, thereby exacerbating employment discrimination and reducing workplace diversity (Muhl–Andorno, 2023). Although the integration of digital technologies into wellness programs may enhance employees’ self-awareness and concentration levels (Niso et al., 2023), it threatens their mental privacy and increases job stress (Muhl–Andorno, 2023).

The final group reflects tensions between the short-term and long-term impact of digital HRM. For example, although digital HRM can free employees from repetitive tasks and improve their productivity, it may deskill managers (Raisch–Krakowski, 2021) and reduce employees’ creative capabilities in the long term (Zuboff, 1985). Several studies, including Pacheco and Iwaszczenko (2024), identify different paradoxical tensions associated with digitalization; however, most of them are qualitative. Based on the foregoing, the study proposes that:

Hypothesis 2: Digital HRM is positively associated with tensions experienced by employees.

2.3 Experiences of tension and sustainable HRM

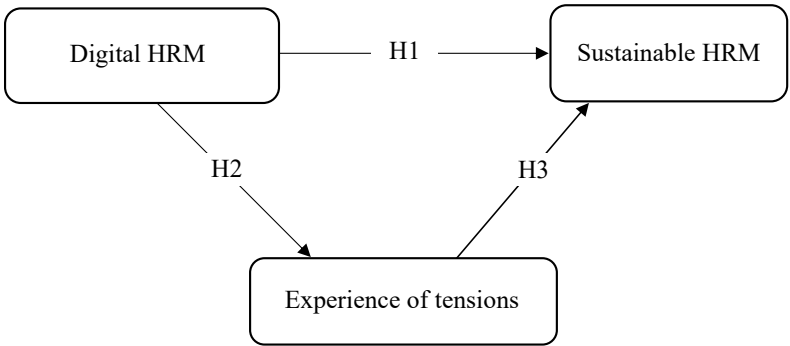
Paradox literature and theory suggest that experiencing tensions can have either a positive or a negative impact on organizational actors, depending on how they perceive and respond to them (Smith–Lewis, 2011). Some individuals tend to perceive tensions as a threat, and experience emotional anxiety. They adopt defensive responses, such as denying the co-existence of competing forces or suppressing one of them to eliminate negative emotions (Lewis, 2000). However, this approach may prevent them from recognizing the obsolescence of their understanding, skills and practices, and may lead to decision-making paralysis (Lewis, 2000), or even a complete system failure (Schad et al., 2016). By contrast, others view tensions as a valuable source of learning and strategic change (Miron-Spektor et al., 2018). They accept the coexistence of competing forces, are willing to explore their characteristics, and find ways to accommodate them (Lewis, 2000). A number of studies, including Jasson (2015), have found that this active approach can help individuals and organizations increase their creativity, flexibility, and resilience, thereby promoting sustainability (Smith–Lewis, 2011). However, in light of the paradoxical nature of tensions (Lewis, 2000) and people’s preference for linearity

and consistency (Smith–Tushman, 2005), the study adopts a negative stance on tensions and posits that:

Hypothesis 3: Employees’ experience of tensions is negatively associated with sustainable HRM.

Figure 1 presents the research model.

Figure 1
The research model



Source: author’s own work

3. METHODOLOGY

3.1 Research context

Vietnam is one of the fastest-growing economies in Southeast Asia (Pham–Tran, 2024; Hung et al., 2024). The country has regarded digital technologies as a key enabler for national socio-economic development since 1993 (Duc et al., 2024). The Vietnamese government has launched several initiatives to support firms in digitalization, while also allocating substantial financial resources to digital infrastructure improvements and emerging technology investments (NRI, 2024). Nevertheless, the country has made limited progress towards its digital transformation goals (Duc et al., 2024). The majority of firms have adopted only basic digital solutions, such as email, networks, and websites, to support production and operations (Chuc–Anh, 2023). Only a small group of firms have successfully achieved digital transformation in their organization (Duc et al., 2024), while most reported low levels of interest in investing in AI systems (NRI, 2024). Vietnamese people’s attitudes and behaviors toward digitalization appear paradoxical.

To illustrate, while more than 80% of respondents to a survey on digital readiness believed that technological advancements and automation brought them more opportunities than risks, approximately half of them were worried about losing their jobs due to automation (PWC, 2021). Furthermore, although their attitudes towards digital banking services were more positive than in other countries in the Asia Pacific region (Nguyen et al., 2023), they are still considerably cash-reliant (Acclime, 2023). Prior research has identified resistance to change as one of the key barriers to digitalization in Vietnam (Tam et al., 2024; Bui, 2021).

3.2 Sampling and participants

Data was collected in Vietnam between January and March 2025 through online and offline questionnaires. The survey was distributed via Google Forms on 26 HR professional forums and permission was obtained from the managers of five organizations (SMEs) to survey their employees. To expand the sample size, the author encouraged potential respondents to share the survey link with other eligible participants. A total of 206 questionnaires were collected, of which 187 were completed online and 19 in paper format. After excluding responses from participants with less than one year of working experience ($n=11$) and removing suspicious responses ($n=33$), the final sample comprised 162 observations, which were used to test the hypotheses. Although this sample size is small, it is sufficient for a path coefficient between 0.11 and 0.20 to be significant at the 5% significance level (Hair et al., 2022). The participants come from different positions, industries, and organizational sizes. More than half of them are aged between 35 and 44 (52.47%) and have more than six years of experience at their current workplace (51.23%). The number of women (54.94%) is slightly higher than the number of men (45.06%). The majority of participants (83.95%) hold a bachelor's or equivalent degree, and non-supervisory positions (68.52%). Less than one-fifth of participants (19.14%) work in the HR function.

3.3 Measures

Digital HRM. The study employs the scale used by Parry (2011), a widely adopted measure of digital technology deployment in HRM. Based on their personal experience and observations, participants were asked to indicate, on a scale from 1 (not used) to 5 (actively used), the extent to which digital technology in general terms is used in HRM practices across nine areas in their organizations.

Sustainable HRM. The study measures sustainable HRM by combining established scales for socially responsible HRM and green HRM. The socially responsi-

ble HRM measure contains three subscales (legal compliance, competence development, employee well-being) adopted from Khan et al. (2024), while the green HRM scale is based on Dumont et al. (2017). Using a five-point Likert scale (from 1=strongly disagree to 5=strongly agree), participants were asked to provide their personal assessment of HRM policies and practices. Given the absence of widely accepted measures, this operationalization of sustainable HRM may be considered acceptable as it captures key characteristics of the construct (Wikhamn, 2019).

Experience of tensions. The study used the seven-item scale developed by Miron-Spektor et al. (2018) to measure this construct. Participants indicated the level of tension experienced during HRM digitalization on a scale from 1 (strongly disagree) to 7 (strongly agree).

3.4 Data analysis

Partial least squares structural equation modeling was used to analyze the relationships between the constructs. Consistent with prior research, all constructs were specified as reflective measures. The reliability and validity of the measurement model were assessed before evaluating the structural model to test the hypotheses.

4 FINDINGS

4.1 Common method bias

The study applied procedural remedies to control for the common method bias associated with the survey. The wording of the questionnaire was simple, and unfamiliar terms were clearly defined (Tehseen et al., 2017), including specific examples of digital tools used in HRM and a brief explanation of the term “green” in “green HRM” provided at the beginning of the relevant questions. The study aimed to keep the questionnaire as concise as possible (Kock et al., 2021) by selecting shorter scales to measure sustainable HRM. Before the questionnaire was administered, a pilot survey was conducted with HR and non-HR participants to ensure that its wording was clear and readily understood by potential respondents. Participants were also informed that all responses would be treated equally, confidentially, and anonymously (Kock et al., 2021). Statistical data analysis showed variance inflation factor (VIF) values below 3.3 for all model constructs, suggesting that the structural model is not affected by collinearity and common method bias issues (Knock, 2015).

4.2 Measurement model assessment

As sustainable HRM is specified as a higher-order construct, the embedded two-stage approach was adopted to assess the reliability and validity of the measurement model (Sarstedt et al., 2019). *Table 1 and 2* indicate that all constructs are reliable, convergent, and empirically different from one another.

4.3 Structural model assessment

Table 3 reveals that digital HRM has a statistically significant and positive impact on sustainable HRM ($\beta = 0.59$, $t = 10.84$, $p < 0.001$). It also shows a significant and positive correlation between digital HRM and tensions experienced by employees ($\beta = 0.22$, $t = 2.62$, $p = 0.01$). Although the correlation between experienced tensions and sustainable HRM is low, it is statistically significant and positive ($\beta = 0.19$, $t = 3.15$, $p < 0.001$). Accordingly, *Hypotheses 1 and 2* are supported, whereas *Hypothesis 3* does not hold in the predicted direction. Overall, the results indicate that digital HRM has both direct and indirect effects on sustainable HRM via experienced tensions.

Table 1
Reliability and validity of the study constructs

Construct	Indicator description	Loading**	Cronbach's alpha**	rho_A**	Composite reliability**	AVE**
Digital HRM			0.90	0.91	0.92	0.57
	Recruitment and selection	0.74				
	Training and development	0.66				
	Compensation and benefits	0.84				
	Performance appraisal	0.83				
	Time and attendance	0.67				
	Communications	0.70				
	Career and succession planning	0.78				
	Work scheduling	0.75				
	Health and safety	0.79				
Experienced tensions			0.89	0.90	0.90	0.58
	I often have competing demands that need to be addressed at the same time	0.83				
	I sometimes hold two ideas in mind that seem contradictory when appearing together	0.80				

Construct	Indicator description	Loading**	Cronbach's alpha**	rho_A**	Composite reliability**	AVE**
	I often have goals that contradict each other	0.78				
	I often have to meet contradictory requirements	0.60				
	Usually, when I examine a problem, the possible solutions seem contradictory	0.83				
	I often need to decide between opposing alternatives	0.82				
	My work is filled with tensions and contradictions	0.64				
Legal compliance			0.81	0.85	0.86	0.52
	My firm ensures equal opportunities in HRM	0.80				
	Employees in my firm are paid above the minimum wage and based on their performance	0.75				
	Working hours in my firm do not exceed the maximum permitted by labor law	0.54				
	My firm does not employ child labor or forced labor	0.48				
	My firm has clear and detailed regulations on occupational health and safety	0.82				
	My firm appoints staff to monitor labor standards in business partners (e.g., suppliers and contractors)	0.86				
Competence development			0.90	0.90	0.93	0.72
	Employees in my organization are provided with clear career paths	0.86				
	My organization provides opportunities for individual development other than formal training (e.g., work assignments and job rotation)	0.83				
	My organization encourages employees to attend formal developmental activities such as training, professional seminars, symposia, etc.	0.87				
	Career management is a shared responsibility of both employee and manager	0.88				
	Extensive training programs are provided for individuals in our organization	0.80				

Construct	Indicator description	Loading**	Cronbach's alpha**	rho_A**	Composite reliability**	AVE**
Employee well-being			0.91	0.91	0.93	0.78
	My employer is committed to supporting my personal welfare	0.87				
	My employer makes decisions with my interests in mind	0.91				
	My employer is concerned about my long-term well-being	0.90				
	My employer provides me with job security	0.85				
Green HRM			0.94	0.94	0.96	0.81
	My company sets green goals for its employees	0.85				
	My company provides employees with green training to develop their knowledge and skills required for green management	0.92				
	My company links employees' green behaviors in the workplace to rewards and compensation	0.92				
	My company considers employees' green behavior in the workplace in performance appraisals	0.91				
	My company considers employees' green behaviors in the workplace in promotions	0.91				
	My company provides employees with green training to promote green values*	Removed				
Sustainable HRM			0.89	0.90	0.93	0.76
	Competence development	0.87				
	Green HRM	0.86				
	Legal compliance	0.84				
	Well-being	0.90				

Notes: *This item was removed despite having a loading greater than 0.70 to ensure that the construct's Cronbach's alpha and rho_A met the threshold values. **Loadings should be between 0.4 and 0.7, Cronbach's alpha, CR and rho_A greater than 0.7, and AVE greater than 0.5 (Hair et al. 2022). Source: author's own work.

Table 2**Discriminant validity (HTMT* values) of the study constructs**

	Competence development	Digital HRM	Green HRM	Legal compliance	Experienced tensions
Competence development					
Digital HRM	0.58				
Green HRM	0.70	0.58			
Legal compliance	0.74	0.55	0.72		
Experienced tensions	0.29	0.22	0.20	0.27	
Employee well-being	0.80	0.64	0.76	0.75	0.29
Sustainable HRM		0.68			0.29

Note: * HTMT values should be less than 0.90 (Hair et al. 2022). Source: author's own work.

Table 3**Significance testing results**

Hypothesis	Path relationship	Path coefficient	Standard deviation	T-values	P-values
H1	Digital HRM -> Sustainable HRM	0.59	0.05	10.84	<0.001
H2	Digital HRM -> Tensions	0.22	0.09	2.62	0.01
H3	Tensions -> Sustainable HRM	0.19	0.06	3.15	<0.001

Source: author's own work

5 DISCUSSION

5.1 General discussion

The study found that digital HRM is positively associated with sustainable HRM and the tensions experienced. These findings support the mainstream literature highlighting the critical role of digitalization in promoting and achieving sustainability, as well as its paradoxical nature (Brenner–Hartl, 2021). Furthermore, consistent with Carmine and Marchi (2022), the results indicate a positive relationship between experienced tensions and sustainable HRM. This can be explained by two mechanisms. First, experiencing tensions may foster a promotion focus – a cognitive state in which individuals feel energized by challenges – which, in turn, enhances radical creativity (Liu et al., 2023) and the generation of novel solutions

to handle competing forces. Ngo et al. (2024) found that employee creativity fully mediates the positive relationship between experienced tensions and employee performance. Second, experiencing tensions may trigger changes in organizations' existing systems. In Eppich et al. (2019), the tensions experienced prompted doctors to change how they communicate with partners and patients. Jansson (2015) showed that managers capitalized on budget tensions to establish a better distribution of responsibilities and ownership among stakeholders. However, due to the survey-based design of the study, causal relationships between digital HRM, sustainable HRM, and experienced tensions cannot be inferred.

5.2 Theoretical contributions

The study makes two theoretical contributions. First, digital HRM outcomes are commonly categorized into three types: relational, operational, and transformational (Theres & Strohmeier, 2023). However, these categories do not fully capture the externalities that HRM practices may generate for society (Tambe et al., 2019). By identifying a positive association between digital HRM and sustainable HRM, the study not only underscores the critical role of digitalization in promoting and achieving sustainability but also draws organizations' attention to the externalities of digital HRM and their corresponding social responsibility when designing and implementing digital HRM strategies. Second, by revealing the mediating role of experienced tensions in the relationship between digital HRM and sustainable HRM, the study provides additional quantitative evidence for the paradoxical nature of HRM digitalization and highlights the potential of paradoxical tensions as a source of strategic change and sustainability.

5.3 Practical contributions

The findings suggest that managers should adopt a paradoxical lens when designing and implementing digital HRM strategies. This approach can help them avoid overreliance on current success factors (Mishra et al., 2025) and oversimplified solutions (Guerçi-Carollo, 2016), thereby advancing technological transformation (Irgang et al., 2025), innovation, and sustainability (Smith-Lewis, 2011). Moreover, due to the paradoxical impact of digital HRM, managers should adopt a balanced approach upon communicating and promoting it within their organizations, acknowledging both its benefits and potential drawbacks. This approach can strengthen employees' trust in managers and digital programs (Irgang et al., 2025). However, individuals are not only naturally inclined toward consistency and linearity but also differ in their perceptions of and reactions to paradoxical

cal situations (Hahn–Knight, 2021). Therefore, managers should have a holistic action plan to foster paradoxical thinking within their organizations. They can act as a role model in appreciating and managing tensions (Khan et al., 2025) or organize regular “sparring sessions” where employees can openly share their concerns about specific issues, explore underlying tensions, and critically reflect on existing cognitive perspectives together (Luscher–Lewis, 2008). They can also strategically create situations that prompt employees to confront and figure out ways to deal with contradictory but interrelated elements (Knight–Paroutis, 2017). Furthermore, encouraging risk-tasking activities and forming groups in which people with different competencies can collaborate may help employees feel more comfortable engaging with and embracing tensions, thereby sustaining paradoxical thinking within organizations (Gaim, 2018).

5.4 Limitations and directions for future research

The study has a number of limitations. First, it relied on non-probability sampling methods to recruit participants and a small sample size. Non-probability sampling is prone to non-coverage issues. In particular, distributing the questionnaire in online discussion groups excluded those uninterested in joining social groups, while including only group members willing to share their opinions. Moreover, encouraging participants to share the survey link with others increased the risk of sample homogeneity. Therefore, the study’s findings may not be fully representative of HRM digitalization and individual experiences in the Vietnamese context. Second, there are cross-national differences in macro-environmental factors influencing organizational practices and individual perceptions, such as political, economic, cultural, and legal systems. As this study focuses on a single country, its findings may not be directly applicable to other national contexts. Third, although individuals’ expectations and perceptions of digitalization may change over time, thereby shaping their experience, this study is based on a relatively parsimonious model and cross-sectional data. Therefore, the findings may not fully reflect participants’ experiences and tensions related to HRM digitalization. Finally, although the study employed a multidimensional measure for the sustainable HRM construct, still, the scale does not clearly capture the economic dimension of sustainability. Therefore, further studies are needed with a larger sample size and longitudinal data. The current research model could also be expanded in future studies by incorporating additional individual and contextual factors, and exploring how these shape experiences and reactions to HRM digitalization and associated tensions. Finally, it would be beneficial for future research to develop a commonly accepted robust measure of sustainable HRM that clearly represents all dimensions of sustainability (economic, social, and environmental).

6 CONCLUSION

Digital HRM is a complex phenomenon. It can contribute to establishing a sustainable HRM system in several ways, such as improving efficiency, facilitating human capability development, helping minority groups access job opportunities, and reducing paper consumption. However, it simultaneously generates negative outcomes, such as job stress, work-life conflicts, and invasion of privacy. The co-existence of these competing yet interrelated effects of digital HRM can lead to anxiety, burnout, and decision paralysis. Therefore, managers should adopt a paradoxical lens and develop a holistic approach when designing and implementing digital HRM strategies. Overemphasizing the positive aspects of digital HRM while ignoring the tensions experienced by employees may lead to suboptimal digital strategies and implementations, reduce employee satisfaction, and jeopardize organizational sustainability.

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