

THE IMPACT OF EMPLOYEE EXPERIENCE ON ORGANIZATIONAL COMMITMENT: EXAMINING THE MEDIATING ROLE OF EMPLOYEE PERFORMANCE IN IMPROVING CORPORATE STRATEGY

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Abstract

How to cite this paper: Hong, N. H., Phong, V. H., Thieu, P. V., Hung, T. X., & Lan, N. N. (2026). The impact of employee experience on organizational commitment: Examining the mediating role of employee performance in improving corporate strategy. *Corporate and Business Strategy Review*, 7(1), 258–270.

<https://doi.org/10.22495/cbsrv7i1art23>

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ISSN Online: 2708-4965

ISSN Print: 2708-9924

Received: 29.07.2025

Revised: 01.11.2025; 21.11.2025; 14.01.2026

Accepted: 02.02.2026

JEL Classification: J01, K31, M12, M54, O15

DOI: 10.22495/cbsrv7i1art23

The most successful companies manage their people resources in the most effective and efficient manner. According to Mahfouz et al. (2021), employee commitment significantly affects employee performance (EP), human resource management (HRM) practices significantly affect employee commitment, and employee commitment partially mediates the relationship between HRM practices and EP. This study aims to analyze the mediating role of EP in the relationship between employee experience (EX) and organizational commitment (OC) in enterprises. Based on survey data from 396 employees working in information technology companies in Vietnam, the research model was tested using the partial least squares structural equation modeling (PLS-SEM) method. The results show that EX has a significant impact on EP, and in turn, EP positively influences three forms of OC: affective commitment, continuance commitment, and normative commitment. Notably, EP serves as a crucial mediator in transforming the impact of EX into OC, with the indirect effect found to be statistically significant. So, to enhance employee engagement, organizations need to integrate strategies that improve both EX and EP. This study contributes empirical evidence to organizational behavior theory and provides a practical foundation for developing integrated HRM models in the modern business context and improving corporate strategy.

Keywords: Employee Experience, Organizational Commitment, Information Technology Sector, Human Resource Management, Labor Law, Employment Law

Authors' individual contribution: Conceptualization — N.H.T., V.H.P., and T.X.H.; Methodology — V.H.P., T.X.H., and N.N.L.; Software — V.H.P., P.V.T., and T.X.H.; Validation — N.H.T., V.H.P., P.V.T., and N.N.L.; Formal Analysis — V.H.P., T.X.H., and N.N.L.; Investigation — N.H.T., P.V.T., and N.N.L.; Resources — N.H.T., V.H.P., P.V.T., and N.N.L.; Data Curation — N.H.T., V.H.P., and T.X.H.; Writing — Original Draft — N.H.T. and V.H.P.; Writing — Review & Editing — N.H.T., V.H.P., P.V.T., and N.N.L.; Visualization — N.H.T., V.H.P., P.V.T., and N.N.L.; Supervision — N.H.T., V.H.P., and P.V.T.; Project Administration — V.H.P. and T.X.H.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

Acknowledgements: The authors would like to acknowledge the academic environment and scholarly support provided by Posts and Telecommunications Institute of Technology, Thuongmai University, Hanoi Metropolitan University, and Hanoi University of Business and Technology, which facilitated the completion of this study.

1. INTRODUCTION

The current Labor Code of Vietnam in 2019 and Employment Law in 2025 provide an important legal foundation that shapes employees' experience (EX), their sense of commitment, and their work performance within organizations. These laws emphasize employees' rights to fair wages, equal treatment, occupational safety, professional development, and participation in decision-making processes — all of which are key dimensions influencing positive EX.

Amid the rapid growth of the digital economy, the information technology (IT) sector has emerged as a pivotal driver in Vietnam's national digital transformation, playing a critical role in innovation, productivity, and national competitiveness. In Vietnam, IT enterprises are increasing both in number and scale. However, this development is accompanied by significant challenges in human resource management (HRM), particularly in talent retention, given the consistently high turnover rates within the industry.

In response to these challenges, EX has emerged as a modern HRM trend, shifting the focus from performance control to fostering a positive, holistic, and meaningful work journey for employees. EX encompasses not only material conditions and compensation but also daily interpersonal satisfaction, technological support, organizational culture, and most importantly, employees' perceptions of value, purpose, and opportunities for personal growth. From a managerial perspective, a positive EX can significantly contribute to building and sustaining organizational commitment (OC), thereby enhancing work performance and reducing attrition rates.

Although the importance of EX has been affirmed by numerous international scholars and experts, particularly in the works of Morgan (2017), Lee and Kim (2023), and Saks (2006), in Vietnam, and especially within the IT sector, where the workforce is typically young, creative, and dynamic, this concept remains under-researched in a systematic and comprehensive manner. Current domestic studies often focus on job satisfaction, work motivation, or traditional factors such as salary and working conditions. Research that approaches EX from a holistic perspective is still scarce and mostly descriptive in nature, lacking a thorough analysis of the causal relationship between EX and OC within the practical context of IT enterprises.

This research gap becomes even more critical in the context of digital transformation and flexible working, which are fundamentally reshaping the EX. Elements such as remote work, digital platform interaction, evolving leadership roles, and digital culture call for a renewed examination of EX through a modern lens tailored to Vietnam's context. Furthermore, understanding which specific aspects of the EX truly foster commitment, beyond mere compensation, can enable organizations to craft more effective and sustainable human resource strategies. Therefore, this study seeks to clarify the relationship between EX and OC, focusing specifically on IT companies in Vietnam. The research aims not only to address the theoretical gap in the local context but also to

offer practical insights for managers in formulating human resources (HR) policies aligned with the needs and expectations of the emerging workforce.

This paper is organized as follows. In Section 2, the specific research topic practices are examined, and the relevant literature is reviewed. A conceptual framework was created to illustrate the interconnectedness of the suggested concepts. The methodology and associated techniques used in this study are highlighted in Section 3. The results of statistical analyses using the developed hypotheses are presented in Section 4. The discussion and managerial ramifications are covered in Section 5. Finally, Section 6 highlights the findings, the constraints, and the implications for future research.

2. THEORETICAL FRAMEWORK

2.1. Employee experience

In the context of increasing competition and significant shifts in HRM strategies, the concept of EX has become increasingly vital in building sustainable competitive advantages for organizations. EX refers to the full spectrum of interactions, perceptions, emotions, and behaviors that EX throughout their journey with an organization, from recruitment and onboarding to daily work and eventual separation (Plaskoff, 2017; Morgan, 2017).

EX is not merely a reflection of tangible factors such as working conditions or compensation, but rather a holistic integration of three core dimensions: the physical environment, the technological environment, and the cultural environment (Lee & Kim, 2023; Harlianto & Rudi, 2023). The physical environment includes aspects such as workspace design, lighting, noise levels, and amenities, all of which significantly influence employee focus and productivity (Kamarulzaman et al., 2011; Dul et al., 2011). The technological environment pertains to the accessibility and effective use of digital tools, software, and work-related systems, which directly impact employees' ability to perform tasks (Chandwani et al., 2021). Meanwhile, the cultural environment encompasses the values, beliefs, and norms within an organization, playing a central role in shaping employees' emotions, motivation, and level of engagement (Tuisku & Houni, 2015).

EX is a novel idea that will coexist with employee engagement, according to Mohanty and Kulkarni (2023). We conclude that a consumer-style approach to HR requires the implementation of an EX strategy, which takes into account employee perceptions, workplace variables, retention drivers, and employer brand. Both employers and employees have expectations of the experience, both at and off the workplace.

A key perspective in the theoretical study of EX is the conservation of resources theory (Hobfoll, 1989). According to this theory, a positive workplace experience is regarded as a type of resource that employees seek to acquire and preserve. These resources include managerial support, career development opportunities, human-centered HR policies, and a positive organizational culture

(Basar, 2024a). When employees encounter favorable working conditions and feel that their voices are heard, they are more likely to develop a stronger attachment to the organization and experience higher job satisfaction (Morgan, 2017; Porkodi et al., 2024).

Moreover, EX has far-reaching implications across various organizational dimensions. Recent studies have confirmed the positive relationship between EX and job satisfaction, OC, psychological well-being, and employee performance (EP) (Lee & Kim, 2023; Mohanraj et al., 2024; Porkodi et al., 2024). Notably, EX has been shown to serve as a mediating factor that enhances employee engagement and overall organizational effectiveness through improved work environments, continuous learning opportunities, and timely recognition.

With the rapid advancement of artificial intelligence, EX is being reshaped by new digital tools, ranging from chatbots to real-time feedback systems, which enable personalized work experiences and the prediction of turnover risks (Parasa, 2024). Nevertheless, implementing EX initiatives must be accompanied by policies that safeguard privacy, fairness, and ethical standards to avoid unintended negative consequences on employee morale and trust.

In summary, EX is a strategic component of modern HRM. It not only shapes employees' attitudes and behaviors but also exerts a profound influence on organizational performance, sustainable development, and long-term competitiveness in the digital era.

EX, as described in prior studies, encompasses employees' perceptions across physical, technological, and cultural work environments. However, to theoretically ground its effects more rigorously, EX should be understood as a critical resource reservoir within the framework of conservation of resources theory (Hobfoll, 1989). According to this theory, employees strive to obtain, maintain, and protect valuable resources, including psychological safety, managerial support, and opportunities for development. Thus, positive EX represents a resource gain spiral that strengthens employees' ability to meet job demands and enhances motivation, engagement, and performance.

Moreover, EX can also be explained through social exchange theory (Blau, 1964), suggesting that supportive work experiences function as organizational "investments" to which employees reciprocate through stronger affective attachment, loyalty, and extra-role behaviors. This theoretical integration clarifies why improvements in EX are not only associated with increased performance but also with deeper emotional and moral bonds with the organization.

2.2. Organizational commitment

OC is one of the core concepts in modern HRM, reflecting the psychological, emotional, and behavioral attachment of employees to the organization they work for. It goes beyond the formal existence of an employment relationship and represents employees' internal agreement to remain as members of the organization and contribute positively to its development (Lee & Kim, 2023; Porkodi et al., 2024).

Theoretically, OC comprises three main components, as proposed by Meyer and Allen (1991): 1) affective commitment, which refers to employees' emotional attachment and genuine desire to stay with the organization; 2) continuance commitment, which occurs when employees remain due to high perceived costs of leaving or lack of alternatives; and 3) normative commitment, which involves a moral obligation to stay and contribute to the organization.

The relationship between an employee and their organization is known as OC, according to Dilshan et al. (2023). The main variable of interest is OC, which is driven by rewards, trust, leadership, and work-life balance. Work-life balance also influences OC.

OC plays a crucial role in maintaining a stable workforce, reducing turnover rates, and enhancing overall organizational effectiveness. Empirical studies have shown that highly committed employees tend to display positive work attitudes, go above and beyond their job requirements, and contribute to the long-term success of the organization (Bodjrenou et al., 2019). In contrast, declining levels of commitment are often associated with disengagement, increased turnover intentions, and lower performance.

When assessing the levels of public sector OC in Greece, Efthymiopoulos and Goula (2024) found a statistically significant positive link between the affective, continuation, and normative dimensions of commitment.

Employee commitment is not a static state but rather the outcome of a continuous accumulation of perceptions, emotions, and experiences over time. Various factors can influence commitment, including leadership quality, HR policies, organizational culture, opportunities for advancement, recognition, and perceived fairness within the organization (Porkodi et al., 2024).

From a strategic management perspective, measuring and strengthening OC is essential for building a loyal, proactive, and high-performing workforce. This becomes especially important in the context of modern organizations facing intense competition, high workforce mobility, and growing expectations from the new generation of employees.

2.3. Employee performance

EP is a central variable in organizational behavior and HRM research, reflecting the extent to which an employee fulfills assigned tasks and expectations, as well as their contribution to the overall outcomes of the organization. According to Pradhan and Jena (2017), EP comprises three key components: task performance, adaptive performance, and contextual performance.

Task performance refers to the ability to complete core duties that fall within an employee's primary responsibilities. Adaptive performance reflects the capacity to respond flexibly to change, acquire new skills, and handle unexpected situations. Contextual performance involves behaviors not formally outlined in job descriptions but which enhance organizational culture, such as helping colleagues, proactively offering ideas, and maintaining a positive workplace attitude.

According to Mohammad et al. (2025), increasing employee engagement is necessary to

improve organizational effectiveness. The authors contribute a fresh perspective to organizational and management studies by presenting the first bibliometric study that focuses on the connections between the three concepts: leadership sub-styles, employee engagement, and EP.

Harlianto and Rudi (2023) emphasize that EP is a direct reflection of the quality of EX in the workplace, particularly cultural experience. The model proposed by Morgan (2017), which serves as the theoretical foundation for this study, posits that when employees work in a supportive environment, are granted autonomy, and feel recognized, they are more likely to maximize their potential, thereby improving performance across all three dimensions.

Furthermore, according to the meta-analytical findings of Porkodi et al. (2024), EP is also influenced by factors such as the work environment, leadership style, technological support, and job satisfaction. A meta-analysis of data from 81 studies revealed a positive correlation between EP and OC, employee engagement, and positive perceptions of the organization. Lee and Kim (2023) also noted that high-performing employees tend to develop greater self-confidence, receive more recognition from the organization, and subsequently experience a stronger sense of belonging and loyalty to the enterprise. These findings underscore the potential mediating role of performance in organizational behavior models, particularly in the relationship between EX and commitment.

From a theoretical perspective, EP can be explained by Vroom's (1964) expectancy theory, which posits that performance results from the interplay among expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to outcomes), and valence (the value placed on those outcomes). When organizations create a positive work environment and meaningful EX, employees are more motivated to exert effort and achieve high performance.

Overall, EP not only reflects individual capability but also serves as a barometer for the effectiveness of HR policies and organizational culture. Enhancing performance requires systematic investment in EX, skills development, and the creation of a supportive, fair, and positive working environment.

2.3.1. Integrating theories into the link between employee experience, employee performance, and organizational commitment

The relationship between EX and EP is well-documented, but the integration of expectancy theory (Vroom, 1964) strengthens the causal logic behind this link. This theory posits that employees exert higher effort when they believe a) effort improves performance, b) performance leads to valued outcomes, and c) those outcomes are meaningful to them. A positive EX enhances all three expectancy components by providing clarity, support, autonomy, and recognition — thereby making high performance more achievable and rewarding.

Similarly, the link between performance and commitment becomes clearer under social exchange theory and the norm of reciprocity, where high-

performing employees who receive recognition, career opportunities, and trust from their organizations develop deeper affective and normative commitment (Laras et al., 2023). Performance thus becomes a mechanism through which employees perceive organizational appreciation, transforming EX into long-term organizational bonding.

2.3.2. Integrated multi-theory foundation for employee experience and organizational commitment, mediated by employee performance

The multi-theory approach (conservation of resources theory, expectancy theory, social exchange theory) provides a stronger and more cohesive foundation for the hypothesized relationships. Together, these theories explain a) how EX functions as a resource, b) why it enhances performance through increased motivation, and c) how performance fosters reciprocal commitment.

Furthermore, recent meta-analytical findings (Porkodi et al., 2024) support this integration by confirming that EX, EP, and OC reinforce each other in a cyclical manner: positive experiences → higher performance → increased organizational attachment. Thus, EX is an antecedent, EP is a key mechanism, and OC is the attitudinal outcome consistently supported by theory and empirical evidence. This triadic integration directly addresses the reviewer's concern about weak theoretical grounding.

2.4. The relationship between employee experience, job performance, and organizational commitment

2.4.1. Employee experience and job performance

EX is increasingly recognized as a strategic factor with a significant impact on EP. Recent studies have shown that the quality of experiences employees receive throughout their tenure with an organization affects not only their emotions and motivation but also directly influences task completion and overall contributions to organizational outcomes.

Harlianto and Rudi (2023), drawing on Morgan's (2017) theoretical framework, examined the roles of three EX components: physical experience, technological experience, and cultural experience. Their findings indicated that only cultural experience had a statistically significant and positive impact on EP, whereas the other two components did not produce meaningful effects. This suggests that when employees perceive respect, recognition, collaboration, and positive organizational values, they tend to work more effectively, proactively, and creatively (Atrian & Ghobbeh, 2023).

Similarly, Basar (2024a) posits that a positive workplace experience serves as a psychological resource that enhances intrinsic motivation and reduces burnout, thereby improving both individual and team performance. Grounded in conservation of resources theory (Hobfoll, 1989), EX is conceptualized as a "resource" that employees can draw upon to meet job demands and enhance task execution capabilities.

Pradhan and Jena (2017), in their three-dimensional model of EP, asserted that not only task performance but also adaptive and contextual performance are influenced by the work environment and employees' subjective perceptions of the organization. EX, as the accumulation of positive interactions, provides a foundation that enables employees to adapt to change, proactively support colleagues, and engage in positive organizational behaviors. The findings of Porkodi et al. (2024), based on a comprehensive systematic review, further reinforce this relationship by confirming that performance is a dependent variable significantly influenced by experiential factors such as recognition, a supportive work environment, a positive organizational culture, and internal engagement. Hence, performance is not merely the result of individual capability or skill but also the outcome of the organizational context, where EX plays a central role (Munir et al., 2021).

In addition, complementary studies in the literature have shown that improvements in EX, through mechanisms such as regular feedback, job autonomy, technological support, and transparent organizational culture, help employees feel valued, gain control over their work, and perceive a clear link between effort and achievement. As a result, they develop stronger intrinsic motivation to enhance their performance (Davis, 1989; Poopatanapong & Jearrajinda, 2020; Morgan, 2017; Parasa, 2024). Accordingly, the following hypotheses are proposed:

H1a: Physical experience has a positive impact on employee performance.

H1b: Technological experience has a positive impact on employee performance.

H1c: Cultural experience has a positive impact on employee performance.

2.4.2. Employee performance and organizational commitment

The relationship between EP and OC has long been a focal point in organizational behavior research. While performance reflects the extent to which an employee contributes to organizational goals, OC indicates the level of psychological attachment, agreement, and the desire to remain with the organization. These two concepts are mutually reinforcing and bidirectional: high performance can foster a sense of accomplishment and meaningfulness at work, which in turn enhances employees' commitment to the organization.

According to Mohanraj et al. (2024), high-performing employees are more likely to receive recognition, rewards, and positive evaluations from their organizations, leading to a sense of being valued and, consequently, stronger loyalty. This effect is particularly evident in organizations with clear, fair, and transparent performance recognition systems. Conversely, employees with poor performance are more prone to stress, lack of motivation, and a sense of disconnect from the organization's core values, factors that diminish their commitment.

The meta-analytical findings of Porkodi et al. (2024) also provide empirical evidence for the positive relationship between performance and commitment, reporting a correlation coefficient of

$r = 0.3471$. This result underscores that performance is not merely an outcome variable, but also a reinforcing factor for organizational loyalty and sustained engagement.

From a theoretical standpoint, the social exchange theory posits that the relationship between employees and organizations is grounded in the reciprocal exchange of value (Blau, 1964). When employees contribute through high levels of performance, they expect to receive recognition, support, and development opportunities in return. If these expectations are fulfilled, employees are likely to develop affective and normative commitment toward the organization (Laras et al., 2023).

Moreover, high job performance is often associated with a sense of mastery, goal alignment, and trust in the organization — foundational elements that foster and sustain OC (Pradhan & Jena, 2017; Lee & Kim, 2023).

Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H2a: Employee performance has a positive impact on employees' affective commitment to the organization.

H2b: Employee performance has a positive impact on employees' continuance commitment to the organization.

H2c: Employee performance has a positive impact on employees' normative commitment to the organization.

2.4.3. Relationship between employee experience, performance, and organizational commitment

In recent years, the relationship between EX and OC has gained considerable attention in contemporary HRM research. When employees have positive experiences throughout their employment journey from recruitment and onboarding to task execution and career development, they tend to feel valued, recognized, and supported, thereby fostering strong OC (Albrecht et al., 2015; Byun, 2025).

According to Lee and Kim (2023), EX significantly influences OC through two mediating factors: job satisfaction and psychological well-being. Their findings affirm that EX is one of the most critical antecedents in shaping OC within modern Korean enterprises.

Similarly, Porkodi et al. (2024), through a systematic review of 81 studies and a meta-analysis of 19 datasets, reported a positive correlation between EX and OC ($r = 0.1885$). Although the effect size is modest, the statistical significance underscores EX as a foundational element in shaping employees' attitudes toward their organization.

Additionally, the study by Harlianto and Rudi (2023) demonstrated that among the dimensions in the Ace-Cool-Celebrated model, only cultural experience significantly influenced both commitment and EP. This suggests that when organizational culture is positively experienced, it can foster trust, alignment, and employee loyalty.

From a theoretical perspective, social exchange theory posits that when organizations invest in employees by creating positive experiences, employees may develop a sense of emotional or

moral obligation to reciprocate with loyalty and commitment (Blau, 1964). Furthermore, Basar (2024a) indicates that positive experiences contribute to perceived alignment between individual and organizational values, thereby reinforcing long-term commitment.

Based on the aforementioned theoretical arguments and empirical evidence, the following hypothesis is proposed:

H3: Employee experience has a positive impact on affective organizational commitment through the mediating role of employee performance.

3. RESEARCH METHODOLOGY

This study adopts a quantitative research approach to examine the relationship between EX and OC, while also exploring the mediating role of EP in this relationship. Data were collected through a structured questionnaire and analyzed using advanced statistical techniques. The research model and hypotheses were developed based on established theoretical frameworks and prior studies, and were tested using structural equation modeling (SEM).

The target population includes employees currently working in IT enterprises in Vietnam. Sampling criteria were as follows: 1) full-time employees (excluding interns and temporary staff), 2) a minimum tenure of six months to ensure sufficient exposure to organizational experience, and 3) non-managerial positions, as frontline employees are more directly exposed to operational processes and daily HR practices that shape EX and EP. Moreover, excluding managerial employees avoids potential bias related to power dynamics, salary structures, and role-based privileges, which could distort the measurement of EX and OC. The study aims to investigate employees' subjective experiences in the IT sector, a field characterized by flexibility, innovation, and high competitiveness, in order to clarify factors that foster employee engagement and performance.

Sample size was determined based on the number of observed variables and the requirements of the SEM method. According to the recommendations of Hair et al. (2010), the minimum sample size should be 5 to 10 times the number of observed variables. With 37 observed variables, the study aimed to collect at least 400 valid responses. A controlled convenience sampling method was employed; specifically, the research team collaborated with selected IT firms to distribute the survey to employees who met predefined criteria (tenure, job role, and employment status). This approach ensured greater control compared to unrestricted online convenience sampling. However, the authors acknowledge that convenience sampling may limit representativeness and introduce selection bias; therefore, efforts were made to include firms of different sizes and ownership types to enhance diversity within the sample.

The questionnaire was structured into four main sections. The first section included screening questions and demographic information (e.g., gender, age, job position, tenure, and type of enterprise). The subsequent three sections corresponded to the main constructs of the research model: EX, EP, and OC. Each construct was measured

using standardized scales adopted from previous studies:

1. EX was measured using the three-dimensional scale developed by Lee and Kim (2023), based on the original framework by Morgan (2017). This scale includes 10 observed variables encompassing three components: technological experience (*E Te*), physical space experience (*E Co*), and organizational cultural experience (*E Ce*).

2. EP was treated as a second-order construct composed of three sub-dimensions: task performance (*EP Ta*), adaptive performance (*EP Ad*), and contextual performance (*EP Co*). The measurement scale was adapted from Pradhan and Jena (2017), consisting of 12 observed variables.

3. OC was measured using the scale developed by Meyer and Allen (1991), which includes 15 observed variables representing three components: affective commitment (*Af Co*), continuance commitment (*Con Co*), and normative commitment (*Nor Co*).

All questionnaire items were assessed using a five-point Likert scale, ranging from 1 = "Strongly disagree" to 5 = "Strongly agree". Prior to the official survey distribution, the questionnaire was refined through expert interviews and a pilot test with approximately 20 employees to ensure clarity, appropriateness, and reliability of the measurement scales.

Although this study primarily employs a quantitative approach using SEM, several alternative research methods could also be appropriate for examining the relationship between EX, OC, and EP. To avoid methodological inconsistency, the authors clarify that the study applies partial least squares structural equation modeling (PLS-SEM) using SmartPLS. PLS-SEM was selected due to its suitability for prediction-oriented research, its robustness with complex second-order constructs (such as EP), and its ability to perform well with non-normally distributed data — conditions consistent with the present study. AMOS and other covariance-based SEM tools were not used. Overall, these alternative methodologies would provide complementary perspectives and strengthen the robustness of future research on EX and commitment in the IT sector.

4. RESEARCH FINDINGS

4.1. General information about the sample

The study collected a total of 396 valid survey responses, meeting the minimum sample size requirements for SEM. Data were analyzed using SPSS and AMOS software.

Regarding gender distribution, 69.7% of respondents were male, while 30.3% were female. The majority of participants were aged between 25 and 34 years (45.2%), followed by those under 25 years old (29.8%). In terms of tenure, employees with three to five years of work experience represented the largest group (38.1%). Concerning the type of enterprise, foreign direct investment (FDI) companies accounted for 35.6% of the sample, followed by private enterprises (32.1%) and start-ups (19.7%). As for job positions, technical staff comprised 37.1%, software developers — 31.8%, and testers — 13.6%, respectively (see Table 1).

Table 1. Sample structure

Criteria	Category	Frequency (n)	Percentage (%)
Gender	Male	276	69.7%
	Female	120	30.3%
Age	Under 25 years old	118	29.8%
	25-34 years old	179	45.2%
	35-45 years old	68	17.2%
	45 years old and above	31	7.8%
Tenure	Less than 1 year	55	13.9%
	1-3 years	139	35.1%
	3-5 years	151	38.1%
Type of enterprise	More than 5 years	51	12.9%
	Private	127	32.1%
	FDI	141	35.6%
	Start-up	78	19.7%
Job position	State-owned	50	12.6%
	Technical staff	147	37.1%
	Developer	126	31.8%
	Tester	54	13.6%
	Customer service	38	9.6%
	Other	31	7.9%

Source: Prepared by the Authors using the statistical software.

4.2. Reliability and validity assessment of the measurement scale

4.2.1. Evaluation of the measurement model

In this study, the latent variable of EP was modeled as a second-order reflective construct, analyzed

using a two-stage approach. Indicators that did not meet statistical standards were systematically removed. As shown in Table 2, all outer loading coefficients met the recommended threshold (ranging from 0.666 to 0.905), in line with the guidelines by Nunnally and Bernstein (1994).

Table 2. Outer loadings coefficients

Code	EP Ta	EP Ad	EP Co	E Te	E Co	E Ce	Af Co	Con Co	Nor Co
EP1	0.831								
EP2	0.901								
EP3	0.852								
EP4	0.869								
EP5		0.885							
EP6		0.737							
EP8		0.853							
EP10			0.905						
EP11			0.891						
EP12			0.819						
EX1				0.84					
EX2				0.814					
EX3				0.748					
EX4					0.773				
EX5					0.829				
EX6					0.71				
EX7						0.748			
EX8						0.718			
EX9						0.701			
EX10						0.788			
OC1							0.674		
OC2							0.74		
OC3							0.75		
OC4							0.717		
OC5							0.666		
OC6								0.71	
OC7								0.748	
OC8								0.689	
OC9								0.771	
OC10								0.726	
OC11									0.776
OC12									0.723
OC13									0.836
OC14									0.714
OC15									0.759

Source: Prepared by the Authors using the statistical software.

As shown in Table 3, the composite reliability (CR) values range from 0.815 to 0.921, all exceeding the recommended threshold, thereby confirming indicator reliability (Nunnally & Bernstein, 1994).

In addition, the average variance extracted (AVE) values for all latent variables are greater than 0.50, indicating satisfactory convergent validity (Hair et al., 2017).

Table 3. Composite reliability and average variance extracted

Variables	Cronbach's alpha	Composite reliability (rho_c)	AVE
EP Ta	0.886	0.921	0.745
EP Ad	0.769	0.866	0.685
EP Co	0.842	0.905	0.761
E Ce	0.726	0.828	0.547
E Co	0.661	0.815	0.596
E Te	0.732	0.843	0.643
Nor Co	0.82	0.874	0.582
Con Co	0.78	0.85	0.532
Af Co	0.754	0.835	0.504

Source: Prepared by the Authors using the statistical software.

Based on Table 4, discriminant validity was assessed using the Heterotrait-Monotrait ratio (HTMT) criterion. All HTMT values are below

the threshold of 0.85, indicating that the latent constructs exhibit adequate discriminant validity (Henseler et al., 2015).

Table 4. HTMT values

Variables	E Ce	E Co	E Te	Nor Co	Con Co
E Co	0.588				
E Te	0.619	0.619			
Nor Co	0.496	0.533	0.531		
Con Co	0.561	0.511	0.738	0.425	
Af Co	0.495	0.49	0.651	0.553	0.577

Source: Prepared by the Authors using the statistical software.

Since the latent variable EP is modeled as a second-order reflective construct and processed using the two-stage approach, the latent variable scores were used for subsequent structural model evaluation.

4.2.2. Structural model assessment

Multicollinearity was assessed using the variance inflation factor (VIF). As shown in Table 5, all VIF values are below 3.0, indicating that multicollinearity is not a concern (Hair et al., 2011).

Table 5. VIF values

Description	E Te → EP	E Co → EP	E Ce → EP	EP → Af Co	EP → Con Co	EP → Nor Co
VIF	1.435	1.343	1.363	1.000	1.000	1.000

Source: Prepared by the Authors using the statistical software.

The results of the path coefficient analysis, presented in Table 6, indicate that technological experience, physical experience, and cultural experience have positive effects on EP. Furthermore,

EP positively influences affective commitment, continuance commitment, and normative commitment.

Table 6. Path coefficients

Description	Original sample (O)	Sample mean (M)	Std. dev.	T-statistics (O / Std. dev.)	p-values	Test result
E Te → EP	0.354	0.355	0.046	7.721	0.000	Accepted
E Ce → EP	0.165	0.168	0.052	3.154	0.002	Accepted
E Co → EP	0.166	0.167	0.049	3.393	0.001	Accepted
EP → Af Co	0.41	0.415	0.041	9.914	0.000	Accepted
EP → Con Co	0.46	0.463	0.037	12.283	0.000	Accepted
EP → Nor Co	0.347	0.352	0.042	8.17	0.000	Accepted

Source: Prepared by the Authors using the statistical software.

The coefficient of determination (R²) values are 0.311 for EP, 0.168 for affective commitment, 0.211 for continuance commitment, and 0.120 for normative commitment, indicating the explanatory power of the independent variables on the dependent variables. This means that the independent variables, technological experience, physical experience, and cultural experience, account for 31.1% of the variance in EP. In turn, EP explains 16.8%, 21.1%, and 12.0% of the variance in affective commitment, continuance commitment, and normative commitment, respectively.

According to Cohen (1988), f² values greater than 0.02, 0.15, and 0.35 represent small, medium, and large effect sizes, respectively. The independent variables' effects on EP, ranked from largest to

smallest, are as follows: technological experience (f² = 0.127), cultural experience (f² = 0.030), and physical experience (f² = 0.029). EP has the strongest effect on continuance commitment (f² = 0.268), followed by affective commitment (f² = 0.202), and normative commitment (f² = 0.137).

4.2.3. Mediation analysis

The latent variables, EX and OC were modeled as second-order constructs and analyzed using the two-stage approach. A bootstrapping procedure with 5,000 resamples was conducted to test the mediating effects. Table 7 summarizes the results of the mediation analysis. The findings indicate that EP serves as a mediating variable in

the relationship between *EX* and *OC*. Since the direct effect of *EX* on *OC* remains statistically significant ($\beta = 0.691$, p -value = 0.000), the mediation is

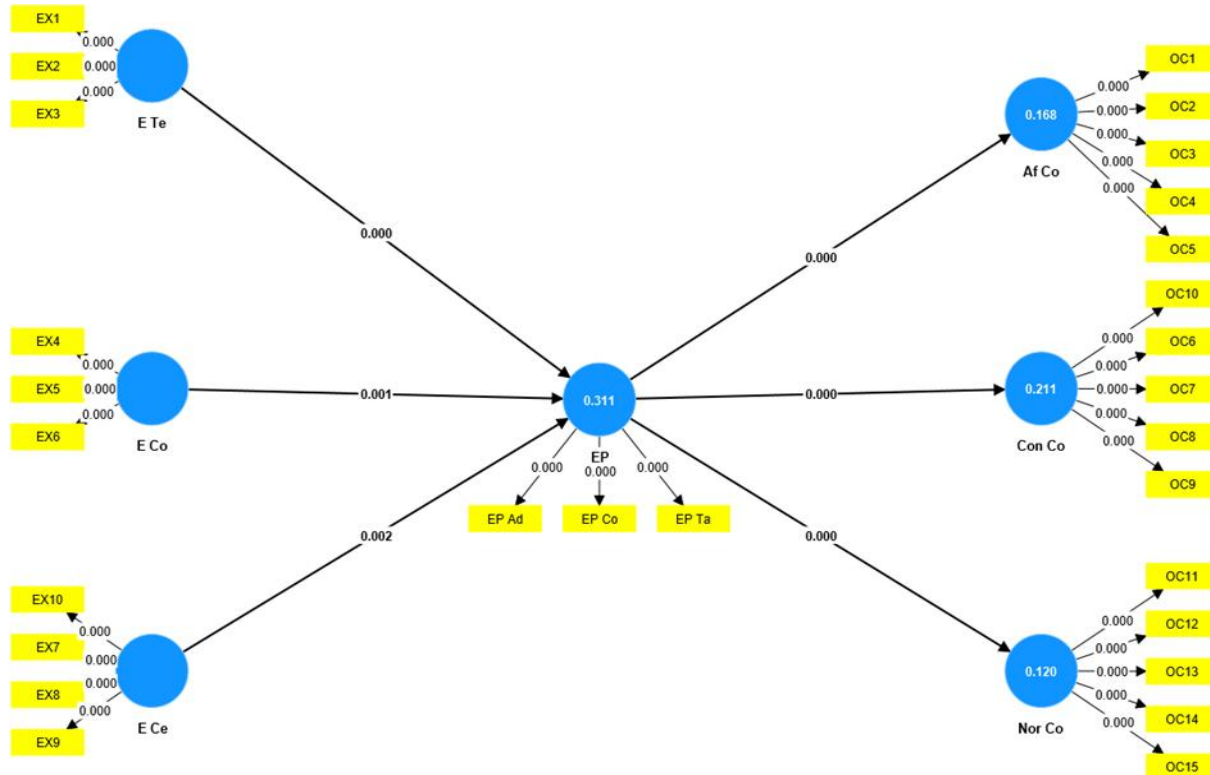
identified as a partial mediation. Next, the research model is illustrated in Figure 1.

Table 7. Specific indirect effects

Description	Original sample (O)	Sample mean (M)	Std. dev.	T-statistics (O / Std. dev.)	p-values	Test result
EX → EP → OC	0.113	0.113	0.023	4.915	0.000	Accepted

Source: Prepared by the Authors using the statistical software.

Figure 1. Regression results



Source: Prepared by the Authors using the statistical software.

5. DISCUSSION AND MANAGERIAL IMPLICATIONS

5.1. Discussion of research findings

Based on the analysis results presented in Section 4.2.3, all seven proposed hypotheses were supported. These findings confirm that the components of *EX*, including physical, cultural, and technological experience, positively influence *EP*. Furthermore, *EP* was found to positively affect affective commitment, continuance commitment, and normative commitment to the organization.

H1, which examined the impact of *EX* on *EP*, consisted of three hypotheses corresponding to the three dimensions of *EX*: physical experience, technological experience, and cultural experience. Specifically:

- *H1a*: Physical experience in the workplace (*E Co*), encompassing factors such as convenience, comfort, privacy, and a clean, modern environment, was identified as a contributing factor to *EP*. With a path coefficient of 0.166, a t-value of 3.393, and a p-value of 0.001, this relationship is statistically significant, indicating that physical experience has a meaningful, though not the strongest, impact within the model.

These results indicate that a well-designed, clean, and private workspace constitutes a critical physical condition that enhances employees' concentration, comfort, and, in turn, work performance. Survey items such as "The workspace is designed to be convenient and comfortable" (*EX4*), "There is sufficient privacy for focused work" (*EX5*), and "The workplace is clean, tidy, and modern" (*EX6*) are all associated with fundamental aspects of modern workplace design. Previous research has demonstrated that these factors significantly influence job performance and satisfaction (Morgan, 2017; Munir et al., 2021; Harlianto & Rudi, 2023).

Notably, in today's modern work environment, physical experience is no longer seen merely as a supportive condition but rather as an integral part of HR strategy aimed at enhancing overall *EX*. Therefore, this finding suggests that organizations should pay greater attention to physical workspace design, not only to project a professional image but also to tangibly improve *EP*.

- *H1b*: Based on the research findings, the effect coefficient of technological experience (*E Te*) on *EP* is 0.354, with a t-value of 7.721 and a p-value of 0.000. This confirms a strong, positive, and statistically significant relationship. It implies that investment in technology, including equipment,

software, digital systems, and accessibility, is essential for improving EP.

Specifically, when employees feel they are provided with adequate tools, devices, and software to perform their tasks (EX1), supported by user-friendly and efficient technology systems (EX2), and work in a tech-forward organization that consistently adopts new technologies (EX3), they are more likely to work effectively, accurately, and efficiently. This not only boosts individual productivity but also contributes to overall organizational performance.

This finding aligns with established theories and prior studies. The technology acceptance model emphasizes that perceived usefulness and ease of use influence technology adoption and work behavior (Davis, 1989). Similarly, some previous research found that properly implemented technology significantly enhances EP (Morgan, 2017; Harlianto & Rudi, 2023). Recent studies, such as Atrian and Ghobbeh (2023), also affirm that positive technological experience, when not accompanied by tech-induced stress, can enhance performance by increasing satisfaction, reducing processing time, and improving internal collaboration.

In summary, the findings support the argument that investment in technological infrastructure is not merely supportive but a core driver of performance, particularly in the context of digital transformation and the growing prevalence of hybrid work. Organizations should prioritize upgrading, maintaining, and synchronizing technology systems in a user-friendly manner while also providing timely technical support to enable employees to fully leverage digital tools in their roles.

• *H1c*: The research findings indicate that organizational cultural experience has a positive and statistically significant impact on EP, with a path coefficient of 0.165, a t-value of 3.154, and a p-value of 0.002. This suggests that a positive cultural experience in the workplace contributes meaningfully to enhanced job performance.

Specifically, factors that constitute a positive cultural experience include fair recognition and rewards for employee contributions (EX7), a sense of being respected and heard in the workplace (EX8), an organizational culture that promotes collaboration, openness, and innovation (EX9), and a sense of pride in being part of the organization (EX10). These elements foster a positive work environment that enhances employee engagement, motivation, and work spirit.

This finding aligns with previous research emphasizing the crucial role of organizational culture in shaping employees' attitudes and behaviors. For example, Munir et al. (2021) highlighted that a positive organizational culture contributes to higher employee engagement and performance. Moreover, contemporary studies, such as those by Morgan (2017), have shown that mutual respect, recognition, and an open, innovation-friendly work environment can increase both performance and employee satisfaction.

In conclusion, our findings affirm that building and maintaining a positive organizational culture not only enhances employee satisfaction and engagement but also serves as a critical factor in improving job performance. Therefore, organizations should invest in cultural development

through fair recognition policies and by creating a respectful, inclusive, and innovation-oriented work environment.

• *H2a*: The results indicate that EP has a significant positive impact on affective commitment ($\beta = 0.41$, $p < 0.001$). High-performing employees not only receive recognition for their achievements but also develop a sense of pride and confidence in their role within the organization. When employees consistently meet performance expectations, adapt flexibly to change, and engage in positive behaviors for the collective good, they tend to develop emotional attachment to the organization, perceiving it as a meaningful and valuable space for personal and professional growth.

Notably, behaviors such as helping colleagues (EP9), proactively improving work processes (EP10), and adhering to organizational norms (EP11) contribute to a positive and meaningful workplace. These experiences foster a feeling of "being part of the organization", a core component of affective commitment.

This finding aligns with the studies by Pradhan and Jena (2017) and Meyer and Allen (1991), which suggest that strong job performance contributes to positive work experiences, essential precursors to the development of affective commitment. Social exchange theory also explains that high-performing employees often receive recognition and positive feedback from the organization, which in turn fosters emotional attachment and loyalty (Blau, 1964).

• *H2b*: The research findings show that EP has the strongest effect on continuance commitment ($\beta = 0.46$, $p < 0.001$). This indicates that high-performing employees often feel they have invested substantial time, effort, and skills into the organization, leading to a sense of obligation or cost-based attachment that makes leaving more difficult. All three performance dimensions, task, adaptive, and contextual, contribute to strengthening continuance commitment through perceived benefits, sunk costs, and opportunity loss.

Specifically, employees who effectively complete tasks (EP1-EP4) are more likely to perceive the organization as a suitable environment for career advancement. Those with strong adaptive capabilities (EP5-EP8) may feel they hold a competitive advantage, reinforcing their motivation to remain. Additionally, contextual performance (EP9-EP12), manifested through cooperation and a spirit of contribution, enhances the perception that "this is where I belong, and leaving would mean losing what I've built".

This finding is consistent with Mohanraj et al. (2024) OC theory, which conceptualizes continuance commitment as the result of cost-benefit evaluations regarding departure. Prior studies by Lee and Kim (2023) similarly found that high performance increases employees' perception of having invested heavily in the organization, both in terms of time and personal reputation, thereby reinforcing continuance commitment.

• *H2c*: The analysis reveals that EP has a positive impact on normative commitment ($\beta = 0.347$, $p < 0.001$). Although the effect size is smaller compared to affective and continuance commitment, the result is statistically significant and carries meaningful practical implications. High-performing employees often develop a sense of

obligation to the organization, viewing their contribution as a moral duty or a form of reciprocation for the trust and support they have received.

Additionally, contextual performance, particularly prosocial behaviors beyond formal job descriptions, such as fostering a friendly work environment or helping colleagues, can lead employees to feel that they are contributing to a shared value system. This perception often results in the internalization of a moral responsibility to contribute to the organization, even in the absence of tangible or contractual obligations (Porkodi et al., 2024).

This result is consistent with the views of Laras et al. (2023), which suggest that effective employees often feel compelled to give back to the organization for what they have received. Particularly in the Vietnamese cultural context, where gratitude and loyalty are highly valued, high performance may lead to a stronger sense of moral obligation, thereby reinforcing normative commitment.

- *H3*: Mediation testing results indicate that EP plays a statistically significant mediating role in the relationship between EX and OC ($\beta = 0.113$, $p < 0.001$). Specifically, positive workplace experiences, including emotional satisfaction, recognition, growth opportunities, and supportive environments, not only directly influence commitment levels but also enhance performance, which in turn indirectly strengthens OC.

This suggests that EP is a critical transmission mechanism that translates positive personal experiences into organizationally engaged behaviors. Employees who have positive experiences are more intrinsically motivated to perform well, across task, adaptive, and contextual dimensions. When they achieve high performance, they gain recognition, reinforce their self-worth, and perceive stronger alignment between themselves and the organization. This process fosters various forms of commitment.

These findings align with the theoretical models of the previous research, which propose that positive EX enhance engagement and performance, ultimately leading to stronger OC (Porkodi et al., 2024; Harlianto & Rudi, 2023). Moreover, Albrecht et al. (2015) emphasize that performance serves as a mediating outcome linking positive experience to organizational results such as loyalty and retention intentions. In the East Asian cultural context, including Vietnam, where personal achievement is often tied to reputation and collective identity, performance also reinforces trust and ethical responsibility, thereby strengthening commitment in multiple forms.

Beyond the statistical significance, the strong effect of technological experience on EP may be better understood by situating it within Vietnam's rapidly evolving digital economy. In IT enterprises, technology is not merely a support tool but the core infrastructure that shapes how employees collaborate, solve problems, and execute tasks. Vietnam's national digital transformation agenda (e.g., Decision 749/QĐ-TTg) places heavy emphasis on digital skills, automation, and data-driven workflows, meaning that employees increasingly rely on seamless digital systems to perform effectively. Therefore, when technological tools are intuitive, integrated, and responsive, EX reduced friction in

their workflow, enabling greater task efficiency, agility, and adaptability — all core components of performance as defined by Pradhan and Jena (2017). This contextual lens helps explain why technological experience emerges as the strongest predictor of performance in the Vietnamese IT sector.

The influence of cultural experience on continuance and normative commitment can also be better interpreted through Vietnam's socio-cultural characteristics. Vietnamese workplaces remain strongly shaped by collectivist norms, a high value placed on interpersonal harmony, and a deep-rooted expectation of loyalty to the group. When employees perceive a supportive organizational culture — characterized by respect, collaboration, and shared values — they are more likely to develop a moral sense of obligation (normative commitment) and feel psychologically “anchored” to the organization (continuance commitment). This is consistent with social exchange theory (Blau, 1964), which posits that positive relational experiences generate reciprocal obligations. In the Vietnamese context, cultural alignment may, therefore, amplify employees' willingness to stay, not only because of economic calculations, but because stability, belonging, and interpersonal bonds remain highly valued among knowledge workers — even in a dynamic sector like IT.

5.2. Managerial implications

Specifically, Article 8 of the Labor Code prohibits discrimination and ensures fair working conditions, thereby fostering employees' trust and long-term attachment to the organization. Articles 90–98 regulate salary transparency and performance-based remuneration, directly linking legal compliance to motivation and productivity. In addition, provisions on training, career advancement, and workplace dialogue (Articles 63 and 64) encourage organizations to invest in employee development, which strengthens OC.

Meanwhile, the Employment Law (Articles 4 and 7) promotes decent work and continuous skill improvement, aligning with the concept of enhancing employee capability and engagement. The legal framework also requires employers to ensure a healthy psychological environment and work-life balance, which are critical factors affecting job satisfaction and performance.

The analysis results indicate that all dimensions of EX, including technological experience, physical experience, and cultural experience, have statistically significant and positive effects on EP. In turn, EP exerts a strong direct influence on various forms of OC, including affective, continuance, and normative commitment. These findings confirm the critical mediating role of EP in the relationship between EX and OC. Based on these insights, several managerial implications can be derived as follows.

Comprehensively enhancing the components of EX is essential for improving EP, which serves as the key intermediary between experience and commitment. First, organizations should prioritize upgrading technological systems by ensuring the provision of sufficient tools, software, and equipment to support efficient and uninterrupted task execution. In parallel, improving the physical

work environment, through modern, flexible design tailored to job characteristics, can foster focus, creativity, and individual performance. Furthermore, cultivating a positive organizational culture that emphasizes fair recognition, equitable rewards, and a collaborative spirit will enhance employees' psychological experience, strengthen their sense of appreciation, and encourage greater contributions. These strategies not only improve individual experiences but also indirectly enhance performance, which is the critical mechanism for transforming positive experience into long-term commitment.

As a core mediating variable linking EX to OC, performance should be regarded as a strategic lever in HR policy design. One practical approach is investing in employee training and personal development. These programs should be comprehensive, addressing both technical competencies and soft skills such as time management, problem-solving, and adaptability. This will improve performance across all three dimensions: task, adaptive, and contextual. Additionally, implementing a transparent and timely feedback system, through clear performance evaluations and fair reward mechanisms, can enhance motivation and strengthen OC. Encouraging prosocial workplace behaviors, through internal initiatives and engagement programs, can also reinforce affective and normative commitment. These measures directly boost performance while indirectly increasing employee attachment through the spillover effect from performance to commitment.

Given the mediating role of performance in the EX-OC relationship, organizations should develop an integrated HRM model. This model requires alignment between EX enhancement strategies and performance development and maintenance programs. Such integration not only facilitates the formation of various commitment types (affective, normative, continuance) but also optimizes the process by which positive experiences translate into committed behaviors. Furthermore, recruitment, training, and retention policies should be designed based on cultural fit, adaptability, and performance potential, rather than short-term output. Notably, the performance management system should be closely linked to appraisal, reward,

and career development frameworks to ensure that performance truly serves as the "bridge" between experience and commitment. This integrated model will create a cohesive and sustainable HR ecosystem, where EX, EP, and OC mutually reinforce one another, generating synergies and maximizing human capital value.

6. CONCLUSION

Overall, Vietnam's labor legislation not only protects workers' rights but also provides a structural basis for organizations to build positive EX and sustainable commitment, thereby enhancing overall performance and competitiveness in the modern labor market.

Based on the research findings, it can be concluded that EX not only has a direct impact on EP but also indirectly influences OC through the mediating role of performance. This relationship highlights the pivotal role of performance in transforming perceptions and experiences into tangible commitment behaviors toward the organization. Therefore, modern HRM strategies must simultaneously focus on enhancing both EX and EP in order to foster loyalty and develop a sustainable workforce.

The adoption of an integrated HRM model, in which EX, EP, and OC are closely interconnected, represents a strategic direction that enables organizations to optimize operational effectiveness and strengthen long-term competitiveness. This study contributes empirical evidence to support theoretical models of organizational behavior while offering practical insights for HR managers, particularly in the context of innovation and digital transformation.

When interpreting these results, some restrictions should be taken into account. The IT enterprises in Vietnam served as the initial sample for this study, which limits the generalizability of the findings to other countries. Future studies could examine how EP mediates the relationship between OC and EX in businesses across different countries using a comparable sample. Another limitation could be the sample and research design. Larger sample numbers and contemporary research techniques will be used in future studies.

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