

Appendix

Appendix A

List of Experts for Research Instrument Assessment

List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephajaroen
Faculty of Humanity and Science Science
Ubon Ratchathani Rajabhat University
2. Assoc. Prof. Dr. Nithidetch Koohathongsumrit
Faculty of Science
Ramkhamhaeng University
3. Asst. Prof. Dr. Weerawit Piyanonthasin
Mae Hong Son College
Chiang Mai Rajabhat University

Appendix B

Certificate of Exemption from Human Research Ethics Review

Certificate of Exemption from Human Research Ethics Review

ที่ อว ๐๖๕๒.๐๔๑/๒๕๖๖



คณะกรรมการจริยธรรมการวิจัยในมนุษย์
สถาบันวิจัยและพัฒนา
มหาวิทยาลัยราชภัฏธนบุรี
๑๗๒ ถนนอิสรภาพ แขวงวัดกัลยาณ์
เขตธนบุรี กรุงเทพมหานคร 10600

๘ ธันวาคม ๒๕๖๖

เรื่อง ส่งเอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์

เรียน Mr. Sun Xinsong (ผู้ช่วยศาสตราจารย์ ดร.จิระพงศ์ เรืองกุล และอาจารย์ ดร.สิทธิชัย ฝรั่งทอง)

ด้วยคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี ได้ประเมิน/พิจารณาจริยธรรม
ในโครงการวิจัยของท่านแล้ว จึงขอส่งเอกสารรับรองการยกเว้นพิจารณาจริยธรรมโครงการวิจัย ตามรายละเอียดดังแนบ

จึงเรียนมาเพื่อทราบ

(ดร.วีรชัย คำอรง)

เลขาธิการคณะกรรมการจริยธรรมการวิจัยในมนุษย์
มหาวิทยาลัยราชภัฏธนบุรี

คณะกรรมการจริยธรรมการวิจัยในมนุษย์

โทร ๐-๒๘๕๐-๐๐๐๑, ๐-๒๘๕๐-๑๘๐๑ โทร ๒๐๘๑ และ ๒๐๘๓



คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
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Dhonburi Rajabhat University Institutional Review Board
172 Itsaraparb Rd., Thonburi, Bangkok 10600 Tel No. 662 890 0001

เอกสารรับรองการพิจารณาโครงการจริยธรรมวิจัยในมนุษย์แบบยกเว้น
Certificate of Exemption from Human Research Ethics Review

หมายเลขเอกสารรับรอง (COE NO.) 081/2566
หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (IRB NO.) DHUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :
(ภาษาไทย) -
(English) Design the Human Resource Management to Support the Digital Transformation at Xinwang Internet E-commerce Company
เลขที่โครงการวิจัย (Research number) : 083/2566
ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -
(English) - Mr. Sun Xiangsong
หน่วยงานที่สังกัด (Institutional affiliation) : Master of Business Administration Program, Faculty of Management Science, Dhonburi Rajabhat University
ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -
(English) -
หน่วยงานที่สังกัด (institutional affiliation) -

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
This research project is approved by Dhonburi Rajabhat University Institutional Review Board.

วันที่รับรอง (Certified date) : 8 ธันวาคม 2566 (December 8th, 2023)

(ดร. ผ่องศรี เวสารัช/ Dr. Phongsri Waysarach)
ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี
Chairperson of Dhonburi Rajabhat University Institutional Review Board

หมายเหตุ :
1. ไม่ต้องส่งรายงานความก้าวหน้า
2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแบบฟอร์มรายงานผลสรุปการวิจัย (DRU - IRB Form 14-01/2.0) เมื่องานวิจัยแล้วเสร็จ

Remarks:
1. No requirement for progress report.
2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form14-01/2.0).

Appendix C

Questions for Expert Interview

Questions for Expert Interview

1. PEST Analysis Form

Category	Sub-Categories	Factors
Political	government stability, regulations, trade agreements, and taxes.	<ul style="list-style-type: none">●●●
Economic	Inflation rates, interest rates, and currency exchange rates	<ul style="list-style-type: none">●●●
Social	demographic changes, cultural attitudes, and consumer behavior	<ul style="list-style-type: none">●●●
Technology	the level of innovation in the industry, technological advancements, and the impact of automation	<ul style="list-style-type: none">●●●

2. Core Competence Analysis Form

Competence	What does this competency allow us to do?	How strategic is it for the future? (1 = Low; 10 = High)	Can competitors copy it? (1=Easy; 10=Hard)	Score of 15 or higher indicates strategic capability & likely differentiator
Company profile				
Technological innovation ability				
Production and service capacity				
Marketing service capability				
Financial management ability				
After-sales service capability				

3. External Factor Analysis (EFA) Form

External Factors	Weight	Rating	Weighted score	comments
Opportunities				
O1				
O2				
O3				
O4				
O5				
Treats				
T1				
T2				
T3				
T4				
T5				
Total Scores	1.00			

4. Internal Factor Analysis (IFA) Form

Internal Factors	Weight	Rating	Weighted score	comments
Strengths				
S1				
S2				
S3				
S4				
S5				
Weaknesses				
W1				
W2				
W3				
W4				
W5				
Total Scores	1.00			

5. SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • S1 • S2 • S3 • S4 	<ul style="list-style-type: none"> • W1 • W2 • W3 • W4
Opportunities	Threats
<ul style="list-style-type: none"> • O1 • O2 • O3 • O4 	<ul style="list-style-type: none"> • T1 • T2 • T3 • T4

6. TOWS Matrix

	Strengths <ul style="list-style-type: none"> • S1 • S2 • S3 • S4 	Weakness <ul style="list-style-type: none"> • W1 • W2 • W3 • W4
Opportunities <ul style="list-style-type: none"> • O1 • O2 • O3 • O4 	SO Strategies	WO Strategies
Threats <ul style="list-style-type: none"> • T1 • T2 • T3 • T4 	ST Strategies	WT Strategies

7. Questionnaire

Questionnaire Research on human resource management in digital transformation

Instruction: Please mark ✓ into the square corresponding to your opinion

Part 1 General information of respondents

Gender

Male

Female

Age

22-30 years old

31-40 years old

Over 40 years old

Education

high school

bachelor

Master

Doctor

Part 2: Below are some questions related to “Overall evaluation”, “Organization and Position Management”, “Salary and Performance”, “Employee Development and Career Development”

- 5 = Opinion is at the highest level 4 = Opinion is at a high level
 3 = Moderate opinion 2 = Opinions are at a low level
 1 = The opinion is very low.

Assessment Topics	Opinion Level				
	1	2	3	4	5
1. The human resource management practices adequately address the needs of digital transformation.					
2. The HR policies actively promote a culture of innovation required for digital transformation.					
3. The HR department effectively identifies and fills digital skills gaps among employees.					
4. HR initiatives provide clear guidance on how to adapt to technological changes					
5. The HR team ensures that employees' professional growth aligns with the demands of digital transformation.					
6. HR practices encourage collaboration between departments to enhance digital processes.					
7. HR practices support a seamless integration of new digital tools into employees' workflow					
8. HR activities are aligned with the company's overall digital transformation strategy					
9. The HR practices ensure that employees' concerns related to digital transformation are addressed					
10. HR initiatives consider the diverse needs of employees when implementing digital changes.					
11. The HR department provides timely training opportunities for employees to acquire digital skills.					

Assessment Topics	Opinion Level				
	1	2	3	4	5
12. HR department effectively communicates the progress and goals of digital transformation.					

Part 3 Additional Suggestions

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Thank you to everyone who answered the questionnaire

8. Interview Guideline

Interview form for Structured questions for key informants

Research objectives	Questions
Objective 1: To analyze the environment of human resource management at Xinwang Internet E-commerce Company	1. Can you provide an overview of the current structure and functions of the human resource management department at Xinwang Internet E-commerce Company?
	2. How has the role of the human resource management department evolved in response to the company's digital transformation efforts?
	3. What are the key challenges faced by the human resource management team in adapting to the digital transformation?
	4. How does the company's organizational culture impact the way human resource management operates in the context of digital transformation?
	5. What technologies or tools are currently being utilized by the human resource management team to enhance their operations in the digital era?

Research objectives	Questions
	6. Can you discuss any recent changes in HR policies or practices that have been introduced due to the company's digital transformation strategy?
	7. How do you ensure that employees' skills are aligned with the digital requirements of their roles? What strategies are in place for upskilling and reskilling?
To design the human resource management to support the digital transformation of Xinwang Internet E-commerce Company	1. What specific aspects of the company's digital transformation are most critical for HR to support, and how are these priorities determined?
	2. Could you provide insights into how HR collaborates with other departments to identify digital skill gaps and workforce planning needs?
	3. How is data and analytics being used to inform HR decisions related to workforce planning, talent acquisition, and performance management in the context of digital transformation?
	4. Can you discuss any initiatives or programs that have been implemented to foster a culture of continuous learning and innovation among employees during this digital transformation?
	5. What strategies are in place to attract, retain, and develop digital talent within the organization?
	6. How does the design of performance evaluation and feedback mechanisms align with the changing nature of digital roles and responsibilities?
	7. Could you share examples of successful change management strategies employed by HR to facilitate a smooth transition to digital processes and tools?

Appendix D

Example of Interview Record

Example of Interview Record

Question: Can you provide an overview of the current structure and functions of the human resource management department at Xinwang Internet E-commerce Company?

Name of interviewer: Liu Qiao

Answer: The organizational structure of the human resources department is usually divided into three levels: senior management, middle management, and grassroots management.

The senior management is the highest level of management in the human resources department, whose main responsibility is to plan and formulate the company's human resources strategy, policies, and regulations to ensure that the human resources department implements the company's strategic goals. The senior management is also responsible for supervising and managing the various operations of the human resources department to ensure the normal operation of the department. In senior management, positions typically include General Manager, Deputy General Manager, and so on.

The middle management is responsible for specific human resource management work, including personnel recruitment, training, performance management, compensation and benefits, and plays an important role in the human resources department. The middle management is usually held by the human resources manager, human resources supervisor, etc. of the enterprise. They need to have strong communication, coordination, organizational and management skills, and be able to coordinate human resource needs and collaborative relationships among departments.

The grassroots management is mainly responsible for the daily management of employees, including employee attendance, deployment, training, etc., which is the basic guarantee for enterprises in human resource management. The grassroots management is usually held by personnel specialists and others.

In order to better achieve the mission and vision of the Human Resources Department, the organizational structure of the department needs to clarify the responsibilities and tasks of each functional department. Usually, the functions of the human resources department mainly include:

1. Recruitment Management: The recruitment management department of the Human Resources Department is responsible for comprehensive coordination of recruitment work, including talent information collection, screening, interviews, assessments, and

onboarding. Their main responsibility is to ensure transparency and fairness in the recruitment process of the enterprise, and effectively ensure the supply of human resources for the enterprise.

2. Employee Training: The employee training department of the Human Resources Department is mainly responsible for learning and improving the knowledge and skills of employees, continuously improving their personal qualities and performance. The task of this department is to establish and implement an effective company training plan, effectively providing employees with relevant technology and knowledge. Through training, employees can continuously improve their abilities and adapt to the continuous changes and development of the enterprise.

3. Performance Management: Human resources performance management is responsible for establishing and implementing a comprehensive performance management system, including goal setting, performance evaluation, reward and punishment systems, and other aspects. Their task is to ensure that employees work according to the company's requirements and standards every day and achieve good performance, in order to achieve the company's goals and vision.

4. Salary Management: The salary management department of the Human Resources Department is responsible for developing a salary system for the company, ensuring that employee salaries are fair, reasonable, legal, and effective. The task of this department is to develop reasonable compensation plans for different positions and abilities, and ensure that the compensation system is in line with market trends.

Biography

Name Sun Xinsong
Day Month Year of Birth 05.03.1993
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Academic Background

2018 Bachelor of History Education
Jiangsu Second Normal University
2023 Master of Business Administration
Dhonburi Rajabhat University

Position and Office

2016-2021 Jiangsu Gaohong Company
Company Operations Manager
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Company HR Manager