

Chapter 1

Introduction

Background and Significance of Research Problem

In the 21st century, with the popularization of the Internet in all aspects of society, a series of emerging technologies such as the Internet of Things, cloud computing, big data analysis (BI), and artificial intelligence (AI) were only concepts that had been previously proposed. However, in this era, these technologies gradually matured and developed rapidly. Internet data became recognized as an important factor of production, in addition to social productivity, highly skilled talents, material resources, intangible resources, abundant social funds, and advanced technology. Data also became a crucial factor in promoting rapid economic development. Therefore, digitization was considered a major trend that would change social and business development in the near future (Hecheng, et al., 2021, p. 152).

However, the Internet was invented in the late 20th century and had only existed in people's lives for a short few decades. The concept of digital transformation had also only been proposed for a few decades. Faced with this new management concept, although it was recognized as the trend of future market development and enterprise management, and was widely accepted by the market and society, most enterprise managers were accustomed to relying on traditional human resources and talent models to manage and operate the enterprise. Despite successful digital transformations by some enterprises in the market, such as Alibaba, JD, Tencent, Byte Dance, etc., these enterprises belonged to the emerging technology industry of the Internet. Apart from their own level of digital technology, these enterprises had a much higher understanding, acceptance, and application of digitalization than other industries. Therefore, for most enterprises, transitioning from understanding and familiarizing themselves with digitalization to trying, accepting, using, and leading digitalization was challenging. The main reason was that the development time of digital concepts was not long enough, resulting in a slight lack of theoretical foundation for digital transformation. For every enterprise, digital transformation was full of unknowns and risks. Due to the lack of a solid theoretical basis and differences in the nature of various industries, the scale of enterprises, and the quality and personnel structure of employees, the path

of digital transformation for enterprises had not yet presented a benchmark that could be completely imitated by other enterprises or used as a reference. Therefore, for enterprises aspiring to digital transformation, exploring a digital path suitable for their industry, current scale, future business development, and potential personnel structure changes was particularly important. At the same time, it was also full of unknown challenges and prospects (Hecheng, et al., 2021, p. 152).

The digital transformation of human resource management could not be achieved without the support of various digital platforms and technologies. Based on the urgency and importance of enterprises and human resource management teams in the digital transformation of human resource management, a number of excellent human resource digital platforms emerged in the current market, aimed at helping enterprises carry out the digital transformation of human resource management. The difference between these emerging digital platforms and traditional human resource digital platforms was that they not only combined more advanced human resource management concepts but, more importantly, these platforms were not only management tools but also a fusion of advanced human resource management concepts. They integrated management concepts into the platform and combined them with advanced digital technologies such as cloud technology, big data analysis, artificial intelligence, and a range of rapidly developing digital technologies. Only by truly upgrading management concepts, coupled with adapting to platforms, and ultimately integrating advanced digital information technology, could these platforms truly help human resource managers and their teams better carry out digital transformation and achieve the goal of enterprise digital transformation (Wang, 2018, pp. 89-90).

After the management team and human resource team of the enterprise defined the core goal of the digital transformation of human resource management, the significance of exploring, researching, and analyzing the digital transformation of human resource management became self-evident. Once a company had a digital human resource management model, it meant that the first thing the company had was an integrated digital platform for human resource management. On this digital platform, the human resource team and the management of the company could understand and monitor the composition, changes, and future predictive changes of human resources in real-time. Similarly, such an integrated digital human resource management platform could integrate the entire modules and processes of human resource management, such as recruitment, which was no longer a single job posting and collection establishment. Through this digital platform, external talent recruitment could be combined with the internal talent development system to ensure that

enterprises could truly absorb suitable corporate culture and talents who could easily and smoothly integrate into the enterprise team and grow together with the enterprise. From this perspective, the digital transformation of the field of human resource management could not only greatly improve the work efficiency of the human resource team but, more importantly, the digitalization of human resource management could greatly increase the work quality of the human resource management team, which could most directly affect the improvement of the overall talent quality of the enterprise, and then improve the competitiveness of enterprises in the market (Wang, 2018, pp. 89-90).

Xinwang is a large Internet enterprise with a history of 20 years. As of the end of December 2020, it had many business stores across the country with more than 1000 employees and more than 80 cities in China Mainland. At the same time, in the next five years, Xinwang planned to double the number of stores in the Chinese Mainland, and the stores would cover almost all the second and third-tier cities. It was expected that the number of employees would reach 2000 by then. In the face of the rapid development of business and the expansion of staff size, the human resources management team of Xinwang Company was determined to change the current mode of human resources management thoroughly through digital transformation, from management philosophy to management technology, and finally realize the great improvement of the efficiency of the entire human resources management team to respond to the company's corporate strategy in the next five years. At the same time, a large number of paper documents were still saved and organized through text cabinets. These large numbers of manual work not only required a lot of labor costs and time but also, because of the uncertainty of artificial existence, it was difficult to ensure the accuracy of the data (Liu, 2021, p. 473).

This paper focused on the emerging human resource management concepts and methods of Xinwang Company. Under the background of digital transformation, this paper focused on the following key work modules of digital transformation in traditional human resource management, namely, human resource planning and management, personnel recruitment and staffing, employee training and capability development, and employee performance management. The role played and the effect presented were designed and studied on the digital transformation of human resources management of Xinwang Company (Liu, 2020, pp. 61-63).

Research Objectives

1. To analysis the environment of human resource management at Xinwang Internet E-commerce Company.
2. To design the human resource management to support the digital transformation of Xinwang Internet E-commerce Company.

Research Hypothesis

1. At present, the digital transformation of the human resources management of Xinwang Company is that the functions covered are limited and cannot meet the requirements of the operation and management status of the entire human resources department.
2. The Digital transformation strategy of Xinwang' s human resources management formulated according to our scientific method can further improve the digital transformation efficiency of Xinwang and solve the difficulties in the current digital transformation of Xinwang.

Scope of the Study

This study employs a theoretical model and case study approach to explore the digital transformation of Xinwang Internet Company's human resource management. It integrates macro and level analysis methods, utilizing literature, databases, and visuals for comprehensive research. Continuous analysis enhances comprehension of core concepts, culminating in the effective integration of digital transformation theory and strategy. The scope of the content of the theoretical models used in this article included Human resource management and strategic management theory. The paper mainly analyzed the macro environment and industrial environment of Xinwang Co., Ltd. through field research and studied its human resources digital transformation strategy.

Population range and sample: This study selected the internet company Xinwang to interview experts and chose 10 experts for in-depth interviews. The study provided a questionnaire about internal employees of a company, selecting 200 out of 1000 employees to fill out the questionnaire. In addition, the study used a variety of

analytical methods to analyze a company's digital transformation of human resources and chose appropriate human resource transformation strategies.

Location boundaries: This topic discussed the digital transformation strategy of human resources management of Xinwang Company from the internal and external environment. Not only did we need to use information and data collection methods, but we also needed to thoroughly examine the potential impacts of various frameworks and external macro-environmental changes to comprehensively understand the most real situation and obtain the necessary information.

The scope of time: Xinwang.com is currently using the human resources digital platform provided by a well-known local company. These human resources digital platform was first launched on Xinwang Company and put into use in 2010. It has been in use for over 10 years. In the past 10 years, the system has experienced several iterations, optimizations, and upgrades based on the changes and development of the business. The company adjusted the digital transformation of human resources since 2020. This article selected adjusted values and results from 2020 to 2023 for research. Data collection was through interviews held in November 2023.

Conceptual Framework

The research in this paper effectively formulated the design and development in the digital era of the digital transformation, human resource management of Xinwang Internet Company, and promoted the rapid and solid development of Xinwang Group. It can be defined as a conceptual framework for research as follows:

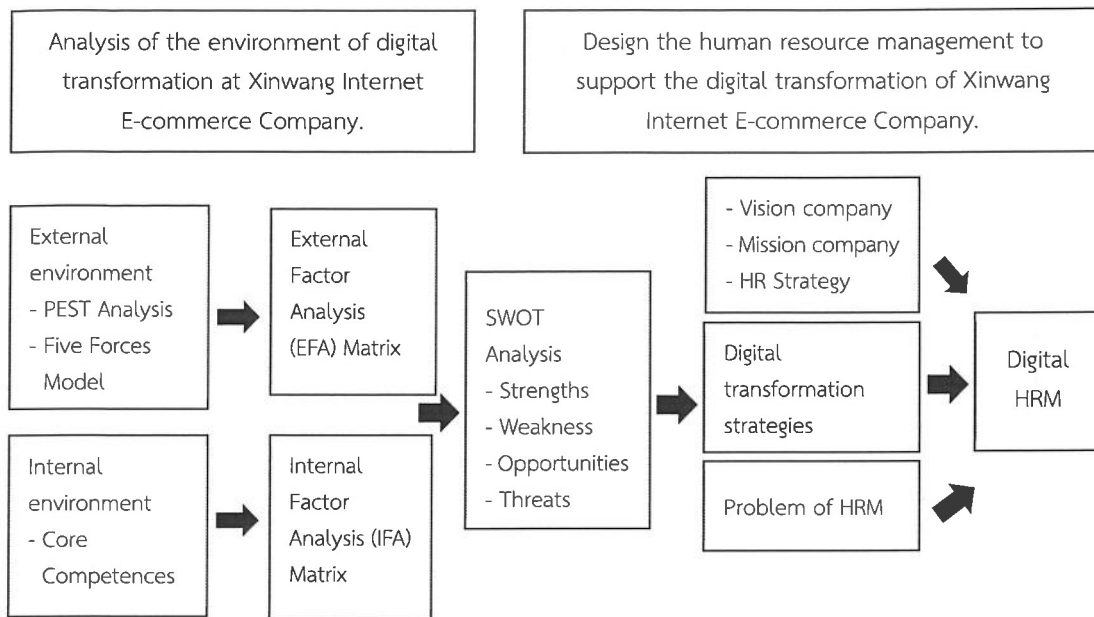


Figure 1.1 Conceptual framework

Definition of Terms

1. Human Resource Management (HRM) refers to the strategic approach organizations take to manage their workforce effectively and efficiently. It involves the coordination of various activities related to staffing, employee development, performance management, compensation, and employee relations.

Human resource management was an efficient integration of human resources. It referred to the company's own development strategy and involved planning and deployment. Internal potential brought value to the company, created income for the company, and fully guaranteed the achievement of the company's strategic indicators. It constituted a full series of human resources strategies and corresponding management work for the enterprise. These tasks mainly covered the formulation of the company's human resources strategy, recruitment and promotion of employees, learning and development, salary management, performance management, personnel intersection management, personnel mobile management, personnel health and safety management, etc. In other words, the company used modern management methods to plan, organize, instruct, dominate, and reconcile human resources acquisition, training, maintenance, and use, etc., ultimately achieving a management activity to complete the company's development planning (Jacobides, 2018, pp. 2255-2276).

2. Digital transformation refers to the integration of digital technology into all aspects of an organization, fundamentally changing how it operates and delivers value to its customers. It involves leveraging digital tools, technologies, and data to streamline processes, enhance customer experiences, and drive innovation.

Digital Transformation was created on the cornerstone of digital switching (Digitalization) to gradually connect key business enterprises and build a high-level transformation with the purpose of establishing a business mechanism. Digital Transformation is a study of digital technology and supporting levels to build a dynamic digital technology business operating system.

The digitalization of human resources management referred to the use of a human resources information system as a platform and combined with the latest digital technology to optimize and improve the work content and efficiency of human resources. Based on the company's actual needs, the effectiveness, timeliness, and employee experience of HR work, and the upgrade of HR management could make the management of traditional methods complete the innovation and transformation of human resource management, contributing new forces for the success of the business.

The digital transformation of human resources management was a change in the human resources operation model. It used data to analyze operations in all areas, including welfare salary, performance assessment, training and development, rewards and recognition, and employment. The essence was to allow computers to better identify and transform the world. The specific method was reality digitalization and digital reality (Wang, 2019, pp. 349-358).

3. Nanjing Xinwang Internet Technology Co., Ltd. (formerly Nanjing Xinwang Video Information Technology Co., Ltd.) was established on April 15, 2003. It is a subsidiary of Jiangsu Tianzhi Internet Technology Co., Ltd. The company focuses on the mobile Internet field. Through the effective integration of technology, operations, and resources, the customer experiences excellent and efficient electronic channels to serve customers. Through in-depth operating tools such as user behavior analysis, various products, services and services are safe, convenient, and intelligent. Provide users to enrich users' mobile Internet life (Liu , 2020, pp. 61-63).

Expected Benefits

1. The country has made great efforts to develop the Digital transformation of the industry. Xinwang Internet Company has formulated its own human resources Digital transformation strategy according to national policies.

2. Currently, Xinwang Internet companies are facing rare development opportunities. With the help of national subsidies and discounts for digital transformation industries, it is the direction of Xinwang Internet companies to vigorously develop the internal Digital transformation of enterprises, strengthen technological innovation, increase R&D investment, strengthen the internal Digital transformation of enterprises, apply the most advanced Internet digital technology in human resource management, enhance enterprise advantages, and build a first-class Internet enterprise in China.

3. In addition, it is hoped that the research results can provide a reliable basis and reference for Xinwang Internet companies to make decisions on Digital transformation, promote enterprises to establish digital human resource management teams, and have certain practical application value for the development of Xinwang Internet.

4. In addition, as a leading Internet e-commerce enterprise in China, the successful formulation and implementation of its human resources Digital transformation strategy has a good demonstration effect on the development of the entire Internet e-commerce industry, and can make some contributions to the overall Digital transformation of Chinese enterprises.