

Chapter 2

Literature Review

The researcher has studied concepts, theories and related research used to determine the research guidelines as follows:

1. Theory human resource management
2. Theory human resource management in the digital age
3. Theory change management
4. Company history and the company's e-commerce business (a case study of Xinwang Internet E-commerce Company)
5. Related Research

Theory Human Resource Management

1. Concept of Human Resources

Human Resources (HR) referred to the number of people with the necessary labor capabilities that an enterprise or organization should have possessed at a certain stage of development. As a special resource, human resources had characteristics such as initiative, sociality, and continuity. It was precisely because they possessed these characteristics that other material resources did not have. Therefore, human resources were very important for the development of society and enterprises. They were an important driving force for promoting economic and social development and a winning weapon for enterprises to achieve competitive advantages.

Further expansion of human resources could be understood as "intellectual and physical resources." Physical resources referred to simple, repetitive, and highly substitutable physical labor possessed by labor; intellectual resources referred to the intellectual output contributed by labor, which condensed knowledge and experience and was highly exclusive. From this perspective, the evaluation of human resources included two aspects: quantity and quality. Quantity referred to the total number of people who could provide necessary social labor within a limited time and space range; quality referred to the comprehensive evaluation of factors such as the cultural level, work skills, and health status of the labor force based on quantity. A society and enterprise's demand for human resources should not only have met the supply of quantity but also improved the overall quality of human resources. Only by fully

combining "quality and quantity" could the maximum effect of human resources be exerted (Armstrong, 2004, pp. 1-10).

2. Human Resource Management System

The concept of the human resource management system emerged relatively late compared to human resources, and it was not until the 1980s that it was systematically proposed. It is generally believed that the human resource management system refers to the application of scientific management methods by enterprises or organizations to optimize and integrate their internal human resources, reasonably lay out their human resources, fully mobilize the subjective initiative of employees, and maximize the effectiveness of human resources, serving the business goals, vision, and mission of the enterprise. This article discussed the human resource management system from six modules: human resource planning, personnel recruitment, employee training and development, performance management, compensation and benefits management, and employee relationship management.

1) Human Resources Planning

Human resource planning is the management process of predicting future organizational tasks, the requirements of the future environment for the organization, and providing personnel to complete these tasks and meet these requirements, also known as human resource planning. Narrowly defined human resource planning mainly includes personnel allocation plans, supplementary plans, and promotion plans, which are not comprehensive. The broad human resource planning includes human resource strategic development planning, system construction, human resource management cost budget, etc., which reflects that human resource planning should not only match with the strategic objectives of the enterprise, but also adapt to changes in the internal and external environment, while maintaining appropriate mobility.

2) Recruitment of personnel

The recruitment of employees usually includes internal promotion and external recruitment. Internal promotion has the characteristics of low cost, strong motivation for employees, high accuracy and adaptability, but it cannot avoid unfair promotion, favoritism, and other phenomena. The advantage of external recruitment is that it is easy to bring new ideas and methods, and can also play a role in external promotion and establishing the corporate image. Since it is external recruitment, it will make recruitment costs higher, screening time longer, and integration difficult. At present, many enterprises in China choose a combination of internal promotion and

external recruitment, which combines the advantages and disadvantages of the two to better screen talents for enterprise development.

The basic process of recruitment is generally the process of "formulating recruitment plans - preliminary selection - ability assessment - recruitment - evaluation". This requires recruitment work to start from the actual situation of the enterprise, develop recruitment plans based on job requirements, and understand the job responsibilities to better screen employees who are most suitable for the position. Only by scientifically conducting recruitment work, utilizing talents reasonably, and matching people with positions, can we retain talents, fully utilize their value, and meet job demands.

3) Employee training and development

Employee training was a series of courses, activities, etc., carried out by enterprises to enhance the human resource skills and qualities required for their survival and development. It was a planned and continuous process. Conducting employee training could not only enhance employees' dependence on the enterprise and promote two-way communication between the "enterprise employees" but also improve their comprehensive and professional qualities to adapt to the constantly changing market demands, reserve talents for the enterprise, and enhance competitive advantages.

In addition, when conducting employee training work, it was necessary to conduct a thorough analysis of training needs. This was not only to meet the expectations of different employees to participate in learning and improve themselves but also to have a certain level of height, emphasizing that training could broaden employees' horizons and promote the generation of innovative ideas. Of course, it was also important to attach importance to feedback and assessment of training results, so as to make the training work meaningful and ensure its effectiveness.

4) Performance Management

Performance management was designed to enhance the performance of employees, departments, and the overall enterprise. The overarching process involved developing assessment plans, clarifying assessment indicators and methods, selecting assessment personnel, collecting assessment information, and subsequently evaluating and analyzing the gathered data. Positioned as a pivotal component within human resource management, performance management aligned its performance goals with the enterprise's development plan and strategic objectives. Simultaneously, the outcomes of performance evaluations held significant implications for personnel allocation, selection, salary management, and other related aspects. It is crucial, however, to discern the distinction between performance management and performance evaluation

in practical applications. The latter is merely a subset of the former, with performance management representing a comprehensive and systematic cycle aimed at fostering enterprise development, rather than a mere evaluative process.

5) Salary and Welfare Management

Salary management is characterized not by a static system with enduring applicability but rather as a dynamic managerial process that continuously adapts remuneration structures in response to variables such as the company's operational milieu, external market conditions, and employees' individual capacities within the framework of the company's development strategy. Remuneration, commonly referred to as salary, encompasses both monetary and non-monetary components. Monetary compensation comprises wages, benefits, bonuses, various allowances, and the comprehensive category known as "five insurances and one fund," all quantifiable in monetary terms. On the other hand, non-monetary compensation assumes diverse forms, including attentiveness to employees' well-being, a conducive work environment, the actualization of personal potential, as well as external assessments of employees' societal standing and life worth.

In the course of implementing salary management within enterprises, a delicate equilibrium between efficiency and equity is imperative, accompanied by an astute awareness of employees' perceived fairness. It is crucial to recognize that efficiency and fairness are not synonymous and should not be treated as such. Only by navigating this nuanced balance can the collective enthusiasm of the workforce be kindled, propelling employees toward heightened motivation and the realization of enhanced value through their remuneration.

6) Employee Relationship Management

Employee relationship management entails a form of communication management between enterprises and their employees. From the enterprise perspective, it involves gaining an understanding of employees' needs and perspectives. Subsequently, effective and motivational measures are implemented to address these needs and enhance overall employee satisfaction. Conversely, employees contribute by offering feedback regarding their willingness to contribute to the organization. They also provide insights on various aspects such as the work environment, interpersonal relationships, and work-related challenges.

This reciprocal communication method serves to strengthen employee cohesion, foster a sense of belonging, and improve overall satisfaction among employees. Furthermore, it facilitates enhanced communication among employees, thereby contributing to the establishment of a positive working atmosphere throughout the

entire enterprise. This, in turn, fortifies the identification with corporate culture and ensures the smooth operation of the enterprise.

The six modules comprising the human resource management system are intricately interconnected and interact with each other. It is essential not to isolate a single module but to adopt a holistic perspective. This involves ensuring the optimization and enhancement of each module while simultaneously focusing on achieving overall synergy. This approach guarantees that the human resource management system effectively supports the transformation and development of the enterprise (He, 2021, pp. 179-180)

Theory Human Resource Management in the Digital Age

With the development and popularization of digital technologies, such as cloud computing, big data, the Internet of Things, and artificial intelligence, the application of digital technology underwent a transformative shift in business competition (Cennamo, 2021, pp. 265-291). Enterprises were not only affected in terms of their underlying logic but were also empowered with the capacity to respond to external environments and adopt new strategic approaches, forming the basis for strategic transformation. Digital transformation, defined as an enterprise's use of digital technology to achieve significant business improvements, encompassed the profound and accelerated transformation of business activities, processes, and capabilities. This transformation was rooted in the recognition and readjustment of digital technology in alignment with strategy and structure (Zammuto, et al., 2007, pp. 749-762; Fitzgerald, et al., 2014, pp. 1-16), such as enhancing customer experience or creating innovative business models. The four characteristics of digitalization, namely presentation, connectivity, convergence, and their interaction, summarized the essence of digital technology's impactful role in transformation.

In the realm of Digital transformation research, scholars primarily concentrated on digital service product management, digital networks, and the evaluation of enterprise digital transformations. Concerning product management in Digital transformation, scholars investigated digital product innovation and digital operations. Digital product innovation, as proposed by (Boland, et al., 2007, pp. 631-647) and (Yoo, et al., 2010, pp. 724-735), involved the amalgamation of digital resources and physical components to create novel products. (Kohli & Melville, 2019, pp. 200-223) asserted that the driving force of digital technology enabled enterprises to reduce operational costs, optimize resource allocation, and enhance efficiency in environmental response during product

production, thereby altering the fundamental nature of existing products and production processes. Research on digital operations necessitated adjustments to employee skills, organizational structures, work models, and corporate culture to align with the corresponding digital products. Enterprises needed to consider factors such as employees' skill levels, business model complexity, and technological innovation speed to choose an organizational model suitable for their pace and requirements.

Digital services research primarily focused on service models and value models. The Digital transformation of enterprises based on digital technology led to the reconstruction of traditional service models, improving production efficiency and giving rise to new service modes (Barrett, et al., 2015, pp. 135-154). The innovation of digital service modes posed new requirements for organizational structure, strategic direction, and enterprise infrastructure. Regarding the valuation model, (Chen, 2020, pp. 220-236) proposed that Digital transformation redefined the market role of enterprise product users, representing a more connected, interactive, and multi-dimensional value creation model crucial for gaining competitive advantages in the Digital Revolution.

In the domain of digital networks research, scholars primarily explored digital resources and resource relationships. Digital resources, characterized by user data information technology at their core, held unique strategic value for enterprises (Bharadwaj, et al., 2013, pp.471-482). The effective combination of digital resources and technology became the driving force for enterprises undergoing Digital transformation. Regarding resource relationships, as digital-related skills emerged in many Digital transformation enterprises, real-time and efficient data interactions directly facilitated the digital transfer of business. The allocation and management of digital-related resources became crucial during the process of Digital transformation, particularly for important digital network providers, such as platforms facilitating connections between users and playing a market role in transactions.

In the evaluation research of Digital transformation, scholars discussed evaluation indicators and systems from the perspectives of Digital transformation content, digital capability, and other dimensions. From the content perspective, Digital transformation included the transformation and upgrading of enterprises with digital technology, the development of digital intelligent equipment, the comprehensive promotion of digital design, manufacturing, and management of enterprises, and the horizontal integration of real-time products and services provided by enterprises through information networks (Meng & Zhao, 2018, pp. 66-72). Regarding digital capability, the primary evaluation indicators for the success of Digital transformation comprised digital perception capability, digital operation capability, digital resource synergy capability, and business

model innovation capability. Additionally, scholars delved into the maturity and digital strategy of Digital transformation (Mithas, et al., 2013, pp. 511-536).

Theory Change Management

1. Definition of Change Management

The intricate changes in the external environment that enterprises encountered posed challenges during their development process, as well as opportunities that compelled them to continually adapt and integrate internal and external resources. Consequently, enterprise development emerged as a dynamic process necessitating vigilant attention to strategic alterations.

Historically, Strategic Change and Strategic Transformation have held significant positions in the realm of strategy. The ever-changing internal and external environments confronting enterprises, coupled with the constant integration and modification of resources, underscored the need for strategic changes in the course of enterprise development. Successful strategic changes became the linchpin for enterprises to sustain competitiveness continually, exerting a critical influence on the acquisition of sustained competitive advantages (Rajagopalan and Spreitzer, 1997, pp. 775-803). The notion of strategic change made its debut in Chandler's (1962) work, "Strategy and Structure." Subsequently, Ansoff (1965) provided the first definition of strategic change, proposing it as a company's reselection of products and market sectors, along with the reconfiguration of their combinations. Following this, numerous scholars delved into defining strategic change, considering changes in strategic content and strategic processes. On one hand, strategic content primarily revolved around the allocation of organizational resources (Finkelstein and Hambrick, 1990, pp. 484-503); on the other hand, strategic processes focused on another stage of strategic formulation and implementation—strategic change (Huff & Reger, 1987, pp. 211-236).

Human resource transformation aimed to support enterprise strategic transformation, meet the demands of new markets and businesses, redefine the human resource management department's value, working methods within the organization, and the roles and competencies of human resources. The key to strategic human resource transformation lay in comprehending the organization's business environment and stakeholder needs, defining human resource transformation achievements, reorganizing the human resource management system, and fostering active participation from business managers and other employees. This transition aimed at evolving from traditional functional human resources management to

systematic human resources management, placing a greater emphasis on enterprise strategy.

Nan, et al. (2017, pp. 79-88) contributed to this discourse with their publication, "HR+Three Pillars: Transformation, Upgrading, and Practical Innovation in Human Resources Management," systematically reviewing Western explorations and Chinese enterprises' practices in the three pillars of HR. This work played a role in advancing professional human resource capabilities and enterprise management in China, unlocking the value inherent in human resources management.

Xu Xiaodong (2002, pp. 1-10) outlined the characteristics of strategic-oriented human resource management in the publication "Strategic-oriented Human Resource Management: Functions, Characteristics, and Model Transformation." It highlighted the main functions of strategic-oriented human resource management, contrasting it with traditional human resource management, and delved into the shift from the traditional mode to strategic human resource management.

The emblem of successful human resource strategic transformation was the achievement of organizational strategic goals. The core function of human resource strategy transformation lay in creating value, cultivating professional abilities, restructuring the human resource management system, and enhancing the effectiveness of human resource management. This manifested specifically in three aspects:

- 1) Human resources evolved into business partners of enterprises, realizing the function of creating value through human resources. To optimize value creation, human resources needed to assume four major roles: first, becoming a strategic partner to promote the achievement of organizational strategic goals; second, becoming an efficiency expert, outputting efficient workflow and results; third, becoming an employee supporter, enhancing employee professionalism and dedication; fourth, becoming a change agent, promoting continuous optimization of the organization, enhancing organizational capabilities, and gaining competitive advantages.

- 2) Restructuring the organizational functions of human resources involved approaching human resource management from a strategic thinking and business perspective. The "from outside to inside" concept redefined the strategy of human resources and systematically reshaped human resource management. Enterprises implemented the four role models and established a "three-pillar model" comprising expert centers, shared service centers, and human resource business partners. By organizing and reengineering human resources, the human resource management system was rebuilt to create explicit value for the organization.

3) Transforming and upgrading the professional capabilities of human resources entailed continuously promoting strategic transformation to ensure success. Human resources professionals were required not only to comprehend business but also to possess the competence to provide comprehensive human resource management solutions. This included continuously building organizational capabilities and culture and managing information flow. The creation and cultivation of high-level human resource groups, comprising corporate executives, line managers, HR professionals, and HR outsourcing service institutions, played a pivotal role in this process (Nan, et al., 2017, pp. 19-88).

2. Motivation for change

The advent of numerous emerging technologies during the era of mobile internet ushered in significant changes in the socio-economic landscape. In light of transformations in both internal and external environments, coupled with inherent developmental shifts, it became imperative for companies to enact strategic changes. Strategic enterprise transformation aimed to address specific challenges arising from the impact of driving factors on enterprise development. The direction of strategic enterprise change, signifying why such changes were necessary, required a clear elucidation of the specific driving factors involved.

Enterprises, as Huang Xu (2005) suggested, should scrutinize motivations for strategic change from four perspectives: the external environment, the enterprise itself, future development needs, and managerial considerations. Research conducted by Xia Jiawan (2018, pp. 604-613) and Feng Jiao (2019, pp. 157-169) delineated reasons for strategic change, emphasizing its fundamental role in survival, development, and competitive advantage building. Feng Jiao (2019, pp. 157-169) further categorized driving factors into external economic environment, technological innovation, customer demand, employee demand, and leadership drivers.

Michael (1982) contended that companies initiated change behaviors to adapt to turbulent environments and establish harmony with the external milieu. Kotter (1995, pp. 59-67) identified international economic and political factors, competitive relationships, and global technological development as primary external drivers of corporate change. Drawing a parallel to the evolutionary process of living organisms, organizational systems undergo change as an inevitable phenomenon in their evolution. Wiersema and Bantel (1993, pp. 485-504) posited that corporate strategic change becomes more likely in the face of increasing environmental uncertainty, necessitating continuous adjustments for enhanced competitiveness and sustainable development.

Li Jian, et al. (2018, pp. 198-208) observed issues like redundancy and sluggish response in enterprise organizations and proposed technological innovation as a remedy. Feng Jiao (2019, pp. 157-169) highlighted the transformative potential of modern information technology, including big data, cloud computing, and artificial intelligence, in organizational collaboration, mode upgrading, and management innovation.

With the rise of social media, Du Guoqing (2014, pp. 104-109) argued that consumers gain empowerment, reducing information asymmetry with enterprises. Feng Jiao (2019, pp. 157-169) emphasized the importance of customer acquisition and satisfaction in the turbulent external environment. In the Internet Age, evolving user preferences necessitate innovation, prompting organizational structural adjustments to facilitate development.

Employees, as creators of corporate value, play a pivotal role in strategic changes that address basic survival and career development needs. Li Xianyin, et al. (2018, pp. 163-170) found that corporate culture, compensation and reward mechanisms, management, and training influence employees' organizational satisfaction, impacting their job performance and overall value to the enterprise.

Ultimately, regardless of the factors driving enterprise change, leaders emerge as crucial agents in implementing change. Gersick (1991, pp. 10-36) underscored that while the internal and external environment creates the need for change, its actual implementation hinges on the leader's perception.

3. Summary

In examining previous research outcomes, it was determined that scholars have progressively enhanced their comprehension of strategic change in tandem with the increasing complexity of external organizational environments. Through extensive investigation, it has been established that scholars generally assert that strategic change facilitates greater organizational efficiency. Furthermore, there is a consensus that the success of strategic change hinges on alterations in the behavior of internal members striving for improvement. As research on strategic change deepened, the implementation and design of strategic change shifted towards greater clarity, expeditiousness, and alignment with the organization's specific circumstances. The existing body of literature has contributed significantly to the theoretical framework, laying a solid foundation for exploring strategic change in the context of Xinwang Company.

Upon a thorough review of pertinent literature on strategic change in the past, it became apparent that the current research has certain deficiencies in addressing the implementation of strategic change within the manufacturing industry. In light of the

ongoing evolution of the internet industry, enterprises must now consider multifaceted challenges when embarking on strategic changes. For instance, internet enterprises must grapple with questions such as how to integrate strategic changes amidst uncontrollable external factors, including the challenging international situation. Given the distinct characteristics of the internet industry, enterprises must deliberate on aspects presenting challenges in the design of strategic change strategies. Examining the motivation and resistance to strategic change, various internal and external factors within an enterprise exert influence on the change outcome, encompassing market economy transformation, shifts in industrial structure, and adjustments to organizational structures. These factors interplay and exert both direct and indirect impacts on enterprises. This article aims to address these issues within the realms of human resources and digital transformation for Xinwang Company, bridging existing research gaps in strategic change. Furthermore, it aspires to furnish practical insights for internet enterprises undergoing digital transformation processes (Cherif, 2020, pp. 529-641).

Company History and the Company's E-commerce Business (A Case Study of Xinwang Internet E-commerce Company)

Nanjing Xinwang Internet Technology Co., Ltd., formerly known as Nanjing Xinwang Video Information Technology Co., Ltd., was established on April 15, 2003, as a subsidiary of Jiangsu Tianzhi Internet Technology Co., Ltd. The company centered its operations in the mobile Internet sector, aiming to provide customers with excellent and efficient electronic channels through the effective integration of technology, operations, and resources. By employing in-depth operating tools such as user behavior analysis, the company ensured the safety, convenience, and intelligence of various products and services, enhancing users' mobile Internet experiences.

The company aspired to become a premier comprehensive mobile Internet operator domestically. By 2015, its user base had exceeded 200 million, resulting in maximum value creation for employees, users, and shareholders, achieving a three-way win. Technological improvements were driven by operational practices, and operational depth was enhanced through technological innovation. Consequently, the company evolved into a dynamic value-added service provider with over 2400 employees, engaging in wireless value-added business with a workforce exceeding 1000 individuals. As a renowned enterprise in the domestic telecommunications industry, the company expanded its business scope to over ten provinces and cities, including Shanghai, Jiangsu, Anhui, Shaanxi, Henan, and Hebei. It held a leading position in the nation's

wireless music and comprehensive mobile Internet operation management, boasting more than 20 products with independent intellectual property rights.

After two decades of rapid development, as of the end of 2022, Xin.com had established numerous business stores across mainland China, featuring nearly 100 brands and employing over 1000 individuals, with a presence in more than 80 cities. The company aimed to double its business within the next five years, covering almost all second- and third-tier cities in mainland China, and anticipated a workforce expansion to 2000 employees. Concurrently, a mature corporate management organization and talent structure were established to meet the evolving needs of business development.

Apart from the sales and e-commerce departments, the remaining departments adopted a traditional functional structure. The management teams of each department leveraged their respective expertise to provide support and oversee operations. The company's developmental strategy aimed at enhancing operating efficiency and optimizing operational quality to reduce costs, increase efficiency, and enhance performance, as outlined by Liu Qiao in 2020.

1. Company Human Resources Management Digital Platform Introduction

Xinwang.com, a human resources digital platform, is currently in use and is provided by the well-known local company K. This platform was first launched by Xinwang Company and was put into operation in 2010, surpassing a decade in service. Over the past ten years, the system has undergone several iterations, optimizations, and upgrades in response to the evolving needs and developments within the business.

Currently, the utilization of the human resources digital platform encompasses four primary functionalities: personnel information management, attendance management, salary computation, and personnel reporting.

Personnel information management involves the entry, updating, and deletion of all Xinwang Company employees, encompassing various aspects such as new hires, reinstatements, employee mobilization, promotions, and personal details like mobile phone numbers and family addresses. The personnel commissioner is responsible for completing these tasks, which may take approximately 10-15 minutes for entering a new employee, assuming the manager is well-versed in system operations and all information provided by the employee is accurate and complete. In certain instances, new employees may not promptly provide required employment materials, causing additional time consumption for the personnel commissioner.

Attendance management consists of check-in, check-out, attendance tracking, and approval processes. Xinwang.com's current punch-in system involves installing a

computer-based system in each store, requiring employees to clock in and out at the company's computer. This process not only interrupts employees' work time but also creates queues during store closing times, resulting in a suboptimal experience for the employees and an increased workload for the personnel commissioner.

Salary calculation primarily serves the human resources team responsible for salary computation and verification. The original design of this function in 2010 did not anticipate the rapid company growth, increased personnel, and the evolving salary incentive system. The efficiency of the system in terms of salary calculation does not meet the demands of human resource salary computation. Monthly salary calculations require a considerable amount of time, and the system's computing logic, which has undergone numerous changes, relies on the verification and consensus of human resources. This reliance on manual intervention decreases the efficiency of salary calculation, necessitating overtime work for colleagues responsible for human resources during the entire salary calculation cycle to meet monthly deadlines.

Personnel reports, serving as the foundation for summarizing employee information and conducting regular analyses, are of paramount importance to the head of the human resources department and human resources business partners. However, these reports face challenges such as data lag, as all personal information is maintained solely by the store manager. Additionally, technical limitations imposed by the system itself and the volume of data require secondary processing by human resource colleagues to integrate and present reports for management review (Liu, 2020, pp. 61-63).

2. The current status of the company's human resources management digital operation

The current digital platform for human resources at Xinwang is presently limited to overseeing the operations and management of the entire human resources department. Within this context, an examination of Xinwang Company's Human Resources Management Team reveals that, despite the recent transition from a six-module to a three-pillar model and the recruitment of numerous external talents, the overall state of the company's human resource management digital reform and transformation remains in its early stages. Presently, the majority of Xinwang.com's human resources-related tasks necessitate manual data entry by human resources colleagues for the preservation and updating of employee information. Simultaneously, a substantial volume of paper documents continues to be stored and organized using traditional text cabinet methods. This extensive manual effort not only incurs significant labor

costs and time but also introduces potential inaccuracies due to the inherent uncertainties associated with human intervention (Liu, 2021, p. 473).

Related Research

1. Chen Yupeng (2021) Conducted research on Human Resource Management Innovation Practice of Business Company B in the Context of Digital transformation.

The research outcomes revealed that, for a commercial enterprise to excel in the realm of digital transformation, it was imperative to leverage its channel and geographical advantages effectively. The key components in the process involved a concentrated emphasis on customers, prioritizing customer experience, bolstering the capacity to acquire and retain customers, and fortifying scientific and technological prowess. Concretely, this entailed recognizing one's own position, establishing a distinctive competitive advantage, and giving precedence to elevating the level of human resource management.

The strategic focal points for accomplishment were delineated as follows:

(1) Elucidating the transformation plan and ensuring the consistent advancement of the transformation strategy;

(2) Optimizing the organizational structure and advocating for the classified management of organizational departments;

(3) Constructing a talent system conducive to attracting digital professionals;

(4) Cultivating a digital culture and spearheading the engagement of all bank employees;

(5) Rationalizing institutional processes to align with the agile development requisites of projects.

2. Liu Xiaohan (2020) Conducted research on the Optimization of Human Resource Management during the Strategic Transformation Period of Wusheng Company.

The research findings indicated that Wusheng Company served as the strategic focal point within Tiewu Group's operations in Central China. Functioning as a railway material circulation enterprise, it was situated in Wuhan and operated extensively in various directions. At the time of the study, Wuzhi Company aimed to transition from being an "acting purchaser" to becoming a "first-class railway material supply chain service provider in Central China." However, the realization of the company's strategic objectives faced impediments, and the transformation had not been successfully executed. This article endeavors to examine how Wuhan Company managed to implement its strategic goals during the transformative phase, focusing on human resource

management. The approach involves evaluating the current status of Wuhan Company's human resources, pinpointing existing challenges, and optimizing the human resource management through the following measures:

(1) Establishment of four distinct talent teams, incorporating a dual-channel promotion mechanism and the development of a reserve talent system to provide increased advancement opportunities for company personnel.

(2) Designing a comprehensive training and development system aligned with career development planning. This includes creating a training system for middle and senior management personnel and reserve talents, fostering internal trainers, implementing a comprehensive improvement plan, and leveraging employees' latent potential to enhance their knowledge base.

(3) Refinement of existing performance evaluation methods based on the newly established dual-channel promotion mechanism and training development system. This involves establishing incentive mechanisms corresponding to dual-channel promotions to ensure incentives align with talent selection and retention objectives.

(4) Optimization of the company's internal human resource management to attract more suitable high-end talents. This also includes refining the existing talent recruitment and selection system to enhance the effectiveness of recruiting high-end talents.

Through the optimization of this series of human resource activities, Wuhan Company fully unleashed the potential of its human resources, contributing to the achievement of the company's strategic objectives.

3. Liu Shasha (2021) Conducted research on Digital transformation of Human Resource Management in SK Company.

The research findings revealed the following conclusions:

Conclusion 1: Leveraging the cloud platform, specifically the Software as a Service (SaaS) platform, not only diminished the costs associated with platform operation and maintenance but also demonstrated significant flexibility in adapting to the evolving needs of enterprises. This adaptability facilitated the adjustment of management strategies by human resource teams, consequently enhancing the efficiency and quality of human resource management.

Conclusion 2: The implementation of digital transformation played a pivotal role in facilitating collaboration, data flow, and process connectivity among the winter teams within the human resources department of S Company. The comprehensive management afforded by the integrated platform significantly aided the human resources department in consolidating all aspects of employee management onto a

unified platform. This achievement marked a genuine integration of the entire employee life cycle, thereby fostering a novel paradigm in employee management.

Conclusion 3: The incorporation of diverse digital tools demonstrated effective integration with both enterprise operations and human resource management activities. Furthermore, even the digitization of a singular link in the operational process was shown to yield substantial long-term cost savings, amounting to hundreds of thousands for enterprises.

4. Zhu Yanyan (2022) Conducted research on Human Resource Management Strategy of YT Company

The research findings revealed that human resources play a pivotal role in the development of enterprises, contributing to the establishment of core competitiveness. This study delves into the strategic aspects of human resource management within YT Company, leading to the following preliminary conclusions:

(1) The indistinct human resource management strategy of YT Company at the time significantly impeded its rapid economic and societal development. Addressing these issues in the human resource management strategy not only aids in resolving personnel-related challenges but also facilitates the establishment of a competitive market advantage, thereby promoting sustained and high-speed development for YT Company.

(2) Employing a combination of SWOT and OSPM matrix analyses, the recommendation is made for YT Company to adopt a "WT strategy" as its human resource management strategy.

(3) YT Company is advised to enhance aspects such as employee recruitment, training and development, performance evaluation, and incentive management. Conducting an analysis and selection of the human resources management strategy based on the existing company's human resources situation, adhering to a people-oriented approach, and concentrating on selecting, cultivating, and motivating employees are crucial for achieving optimal human resource allocation within the company.

(4) Emphasis is placed on YT Company strengthening the design of its functional management system at the organizational level. This involves establishing and enhancing human resource management systems at the institutional construction level and, from a corporate culture perspective, creating a sustainable human resource organizational culture system. This ensures alignment between the company's human resource strategy and its development strategy, ultimately optimizing the company's human resource management strategy.

This article serves as both a practical exploration and reflection on the strategic issues pertaining to human resource management for YT Company. In the short term, the primary focus is on proposing promotional strategies and ideas to optimize the human resource management strategy of YT Company. In the long run, the article aims to suggest universally applicable human resource management strategic response strategies for Chinese market economy enterprises. This perspective considers optimizing the enterprise human resource system and regulating the industry market. The overarching goal is to illustrate the organic unity of research theory and practice, policy and environment, as well as problems and countermeasures within this article.

5. Yu Yu (2019) Conducted research on Enterprise management practice from the perspective of Digital transformation.

The results of the research found that:

Enterprises should establish a platform and management system suitable for human resource development to maximize the potential of employees and make greater contributions to the enterprise.

The efficiency of human resource allocation. Improve the operational efficiency of grassroots branches, ensure the matching of personnel and positions, and maximize efficiency.

Set up specialized promotion paths based on the career development preferences of digital talents.

Transform human resource services from simple "service output" to "human resource care".

According to the resource-based view and capability theory, Xinwang Internet Company needs to focus on three aspects when making strategic decisions. One is uncertainty. Due to the relatively limited and fixed nature of enterprise resources, if resource allocation is not reasonable enough, it will have a negative impact on the business development of the enterprise. However, due to the development of digital technology, the dynamic nature of the market, consumer purchasing preferences, and competitive behavior of competitors will all have an impact on the business development of the enterprise. Therefore, there is a certain degree of uncertainty and risk in the process of enterprise strategic decision-making and resource allocation. The second is complexity. The digital resources owned by Xinwang Internet Company are rich in content, including talents, funds, information, etc. There are obvious differences and interconnections between the various resources. Especially in the context of Digital

transformation, the complexity of resources puts forward a proposal for enterprise managers to effectively sort out business development resources.

Higher requirements require digital resources to maximize their functionality through coordination. The third is conflict. From the perspective of enterprise development resources, the goals of managers, executors, and stakeholders in the business process are not consistent. Each resource owner hopes to maximize their own resource utilization, and the process of strategic decision-making and execution will inevitably sacrifice certain resource benefits. Therefore, the business development resources of the enterprise will also play different roles due to different strategic decisions. How to balance the role of each resource, It will provide significant assistance for the formulation and execution of strategic decisions for enterprise development.

Based on this, this paper discusses the process of Xinwang Internet Company's attention to the structure, system, corporate culture, talent, etc. of organizational change, as well as the reallocation and integration of internal and external resources in the process of formulating and implementing the Digital transformation strategy, so as to form a sustainable competitive advantage. Furthermore, this paper discusses how enterprises can quickly adjust their existing resources in combination with the political and economic environment, industry changes and changes in user needs, improve the effective use of resources and promote the Digital transformation of Xinwang Internet Corporation.