

A Study on the Innovation Path of Human Resource Management in the Context of Digitalization

Yanan LI ¹

Business School, Beijing Wuzi University, China

Abstract. In the development process of enterprises, management is an important guarantee, of which human resource management plays an essential supporting role. In the current era of "Internet+" and digitalization, enterprises face new opportunities and challenges in human resource management, which they need to face directly and analyze the relevant issues comprehensively. This thesis focuses on the innovation of human resource management in modern enterprises in the era of "Internet+" and digitalization. It uses literature analysis first to study the problems in recruitment, performance assessment and employee relations and to find the corresponding innovative ways for different problems. In addition, it is suggested that managers and HRM practitioners improve their skills and effectively use the various technologies brought about by "digital innovation" to cope with the complexities and changes in the external environment.

Keywords. Digital Era, "Internet+", Human Resource Management, Innovation

1. Introduction

With the progress of the times and the development of society, information technology, Internet technology, big data technology, and other advanced modern science and technology have completely changed our lives and work, affecting people's thinking patterns and management methods. The company's human resources management has also seen a new development trend, constantly moving in the direction of technology, information and data. However, to truly integrate HRM and Internet technology requires high requirements on the minds and actions of enterprises, managers, HRM practitioners and employees, and it is not possible to link HRM and technology by just "chanting slogans". How to change the consciousness of the top management of an enterprise to regard HRM only as "personnel management", to use digital HRM in the enterprise to improve the management process and develop an HRM system with its characteristics in the digital era is crucial for the development and survival of an enterprise in the next ten years or even longer. Digital transformation has become an inevitable condition for the future development of human resources.

¹ Corresponding Author, Yanan Li, Beijing Wuzi University, China; E-mail:1938047453@qq.com

2. Review of Research

2.1. Innovation in Human Resource Management

Corporate innovation refers to the impact of new changes in consumers and society and, ultimately, the achievement of corporate goals by corporate managers through the use of the organization's knowledge, technology, information, management systems and methods, ideas and other resources to design and create[1]. Innovation in human resource management is part of business innovation, and human resources are one of the most critical components of a business. All business activities need to be operated by people and implemented by people. The core of competition in the market environment is technology and talent, so human resources are also crucial for enterprises[2]. In the end, competition between enterprises is the competition of technology and talents, and people create all values and wealth, so it can be said that human resources are the inner soul of an enterprise[3]. The primary connotation of HRM innovation is that business managers make good use of the ladder brought by digitalization to HRM, which means that business managers can achieve the effect of "1+1>2" by using the organization's Internet technology to integrate with the existing HRM system, enhance the efficiency of HRM, improve the existing processes, and ultimately contribute to the achievement of corporate goals.

2.2. Human Resource Management in the Context of Digitalization

The State Council has released the 14th Five-Year Plan for the Development of the Digital Economy, which defines the digital economy as the primary form of the economy after the agricultural and industrial economies. The digital era is accelerating with emerging technologies such as the Internet of Things, big data, cloud computing, machine learning and blockchain[4]. According to the White Paper on China's Digital Economy published in 2022, the average annual growth rate of China's digital economy since 2012 has been as high as 15.9%, significantly higher than the average GDP growth rate in the same period. Driven by broadband China, 5G and industrial internet, the digital economy reached RMB 45.5 trillion in 2021, with nominal growth of 16.2% year-on-year[5]. Industrial digitization has become the main engine of digital economy development. After entering the digital era, data penetrates deeply in various industries and fields, significantly improving their management.

The first is to clarify performance management ideas based on big data. Yang Quincong proposed, "In modern management, it is necessary to use big data to carry out in-depth research on the actual situation, strategic objectives and needs of customer groups, to clarify the ideas of innovative enterprise performance management[6] ". Big data technology can accurately locate employees' performance levels while overcoming the original assessment methods' subjective and one-sided problems.

Second, improve the way of enterprise performance management work. Wang Zhiyan proposed that "enterprises should continuously improve the performance management in human resources management, with the content to be analyzed [7]". For example, big data technology is used to analyze unreasonable ways of working in performance management, to ensure that performance management methods are updated promptly, and to develop targeted. Scientific big data performance management solutions to make them more responsive to the situation and the actual needs of employees.

3. Research Design

This paper adopts the literature research method and content analysis method through the library, the Internet, electronic resource database and other ways to review several kinds of literature, understand traditional human resource management, "Internet +", human resource innovation, understand the existing digital technology and other related knowledge, clarify the development of human resource management innovation in the digital era. It also provides ideas and references for the design of HRM innovation paths and how traditional HRM should be integrated with existing information technology. The research theme of this paper is to study the innovation path of HRM function in the digital era, to identify the innovation path by improving the problems of traditional HRM in enterprises, and to propose the requirements for managers and practitioners if enterprises want to achieve the digital transformation of HRM.

4. Problems and shortcomings of the existing human resources management

4.1. Staff Recruitment and Job Matching

Nowadays, companies generally use two methods when recruiting employees: First, a recommendation from acquaintances. Recommended by the company's internal staff think suitable employees for the company interview; and open recruitment. The traditional recruitment process is long, and many excellent employees were snatched by other companies or have found a better job, which makes the recruitment of staff effective cost increase—failure to plan all-around when carrying out people's work to exploit the value of talent fully. Although the matching of employees is guided by certain documents, such as job descriptions (job specifications), there are still problems, such as unreasonable guidelines and excessive human factor intervention, leading to apparent deviations in the selection and training of employees and the placement of employees fails to be based on their strengths and advantages leading to the value of human resources not being given full play.

4.2. Performance Incentive Problems

Nowadays, the incentive mechanism of most enterprises is composed of two parts: material incentive and spiritual incentive. Many enterprises' incentive mechanism needs to achieve the role they should play, making employees less motivated and less active, leading to a waste of the company's incentive cost, which may further affect the company's development. Traditional forms of human resource management, although they do set up assessment and incentive mechanisms, could be more effective in practice[8]. There are many practical problems with applying the incentive mechanism in the company, such as the span of the assessment index needing to be smaller, resulting in the actual work results of the employees. The assessment standards can not correspond, so the employees do not get the incentive rewards that should belong to them, which is easy to make the employees dissatisfied and centrifugal to the company.

4.3. Staff Training

Corporate training is an opportunity for employees to enhance their skills and improve [1]their competitiveness in the marketplace; for companies, the cost of helping employees improve their capabilities can enhance the company's development prospects. This is a win-win process for both the company and the employee. However, many enterprises' human resources management departments lack practical training for employees before and after joining the company and do not pay sufficient attention to comprehensive training for new employees, which does not bring into play and exploit the potential of employees, resulting in a waste of human capital and is not conducive to the long-term sustainable development of the company.

5. Innovation Path of Enterprise Human Resource Management under the Digital Background

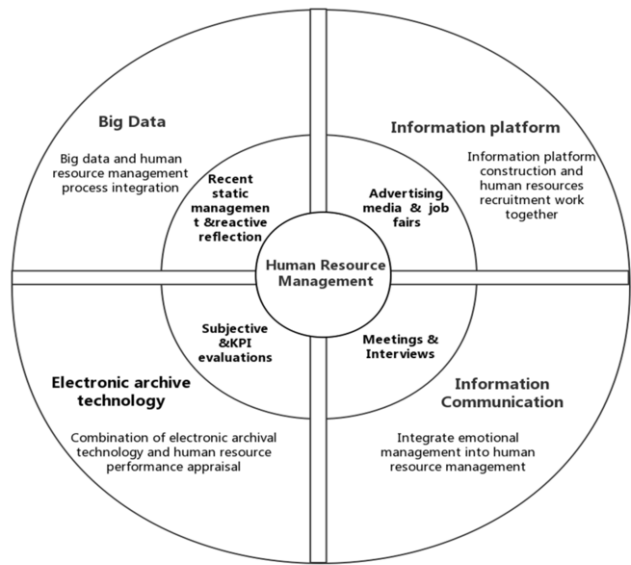


Figure 1 Human Resources Innovation Mode & Traditional Management Model

The "Internet +" enterprise human resource management informatization construction belongs to a new human resource management model construction, different from traditional human resource management, which pays more attention to the comprehensive informatization of human resource management[9]. From this understanding, in the development process of HRM, we can combine the advanced technology brought by modern technological development, such as Internet technology, database, information software and HRM functions, which to a certain extent, can optimize the management process, make the actual complex process more convenient and precise, and effectively improve the management efficiency of HRM. Big data in the digital era is an essential tool in human resources management; it is applied in human resources management and is one of the essential technical means of human

resources management and can be applied in various fields, such as talent recruitment, training, and data management. In addition, internal employee selection and job matching can also be used to improve efficiency using big data[10].

With digitalization as a prerequisite for rapid development, many management tools and technologies that are very important in management have emerged, such as big data technology, information management platforms, smartphones, quick communication platforms and electronic filing technology. Therefore, as shown in figure1 above, after considering the problems at this stage of human resources management, recommendations can be made in four targeted areas.

(1) Integration of big data and human resource management processes

Enterprises in the "Internet +" environment of human resources management data will also continue to improve the amount of personal information of employees to increase the use of big data platforms can be a more efficient collection, collation, and analysis of these data, the use of fixed procedures to obtain employee information, grasp the work status and comprehensive ability of employees, to improve the enterprise personnel management measures, strengthen scientific human resources planning[11]. In this environment where talent is the determining factor, the establishment of a big data platform to collect existing data and information from the market can enable enterprises to comprehensively consider market wage levels and competition, which can help them grasp relevant intelligence promptly and enhance the strength of talent retention, while also serving as a reference standard for employee salaries and determining appropriate salaries. In addition, the establishment of a big data platform can effectively reduce the workload of employee information collected through the information platform for each employee to build an entire information file, which can be a comprehensive collection of information on the work situation, ability level, goals and visions of employees, and fundamentally change the problem of unreasonable staff job arrangements.

(2) Information platform building and human resources recruitment co-exist

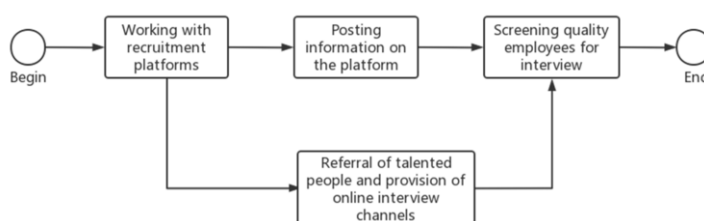


Figure 2. Online platform recruitment chart

In a digital environment, it is necessary to build an information management platform, adopt a new management model and use the Internet and new media to save as much as possible on human resources management costs. The high cost of staff recruitment is one of the problems that most companies face, and building an information platform can go a long way to reducing the cost of staff recruitment. For example, as shown in the flowchart in Figure2 above, long-term cooperation can be established with a network of online recruitment platforms to find suitable candidates with recent job changes in the existing CV database according to the recruitment needs to be agreed in advance, which can be negotiated and docked by the recruitment platform for screening, thus reducing the interview costs of the company while reducing the workload of internal staff. Using existing online platforms to conduct

interviews online can significantly reduce the waste of time and cost for both sides of the interview.

(3)Integrating emotional management into HR management

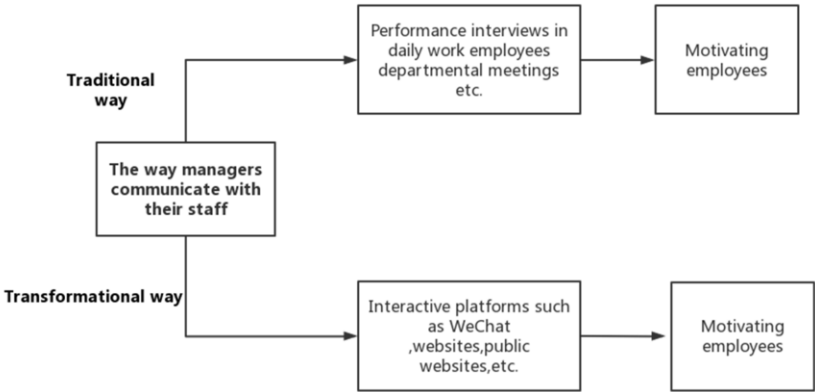


Figure 3. Form of emotional communication between managers and employees

Talent is the core of a company's competitive strength, and the core technology within a company is inseparable from its talent. It requires managers to handle the relationship with talent properly and establish a close relationship with them, which requires emotional management. In this era of convenient communication, the popularity of the Internet has made the relationship between people closer, so human resource management can use these convenient tools to establish contact with employees and cultivate an organizational culture to make employees consciously close to the organization. As shown in Figure 3, apps such as WeChat, QQ and nails can be used to communicate with employees regularly, to care about their current situation and to make them feel cared for and loved by the organization, thus strengthening corporate cohesion and mobilizing motivation.

(4)Combination of electronic file technology and performance assessment

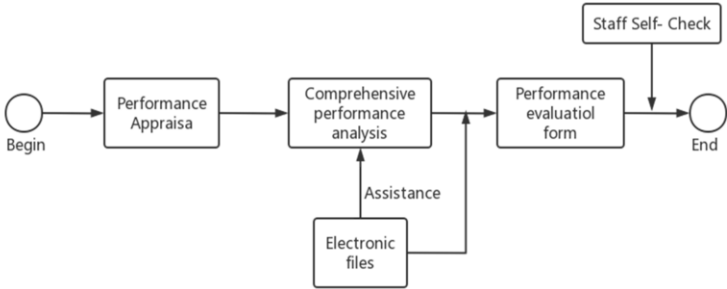


Figure 4.Application figure of electronic archives in performance Management

Human resource management in the digital age has led to a comprehensive move into the paperless office era. Electronic files, as an indispensable basis for human resource management, have effectively improved management efficiency compared to traditional paper files[12]. The electronic file is one of the ways of paperless office adoption. Electronic files can record the work situation, work achievements, employee

assessment results, and other data. Electronic files can be used as an essential basis for performance appraisal and evaluation, making the appraisal results evidence-based, enhancing persuasiveness and fairness, convincing employees of their performance pay and reducing conflicts between management parties.

6. The demands of digital innovation on HR managers and practitioners

For managers, the application of Internet+ in enterprises cannot be merely a superficial exercise in formality but must be changed and optimized in-depth and comprehensively. This requires managers to have an Internet mindset, be fully aware of the advantages and disadvantages of the Internet, fully apply it to solving management problems, and give full play to the positive effects of digitalization after a comprehensive understanding of the scope of use of the technology.

For HRM practitioners, the widespread use of technology brought about by digital innovation means that the management model taken for granted in the past will change, which is a massive challenge for practitioners. On the one hand, there will be corresponding changes in the talent management model of the company. On the other hand, the transformation of HRM will become more complex as the company as a whole moves towards digitalization[13]. The human resources management department will coordinate all departments and take on diverse development tasks.

7. Conclusion

The research angle chosen in this paper is the innovation of human resource management in the era of the Internet+. After reading a lot of relevant literature and materials, the following conclusions are drawn:

- (1) In the digital era, the innovation of human resource management is the trend, and only by keeping up with the development of the times and technology can enterprises develop with the power of science and technology.
- (2) Big data in human resources management applications can efficiently collect, collate and analyze data, more effectively grasp the work status and comprehensive ability of employees, improve enterprise personnel management measures, and strengthen the scientific nature of human resources planning while saving human resources management costs[1].
- (3) Electronic files as an indispensable basis for human resources management; electronic files have effectively improved management efficiency compared to traditional paper files.

This paper has a specific guiding role in enterprises' human resource management for digital change:

- The guiding role in staffing. For enterprises, the information construction and innovation of human resources management can improve the efficiency of human resources management and help enterprises to achieve a reasonable allocation of human resources.

- In the performance evaluation of the guidance role. Enterprises can use big data and electronic documents to help enterprises to a more comprehensive understanding of the work of employees and personal capabilities, helping to make a comprehensive assessment of employees and thus help enterprises to perform work better
- In the emotional management of guidance. Enterprises can use multiple new communication tools and employees to establish a close relationship, to enhance the sense of loyalty of the staff organization. In summary, enterprises must pay attention to the construction of human resources management information technology, with the help of big data technology and other advanced technology, to build a scientific information management system platform to ensure that the enterprise's human resources management information construction innovation to new heights.

References

- [1] Gao X R. Information construction of enterprise human resource management and its innovation in the era of "Internet+" . China Management Informatization, 2021, 24(06):159-160.
- [2] Li M L. Innovation research of enterprise human resource management in the context of "Internet+" era. New Business Weekly, 2020(17):107-108, 110.
- [3] Yao W T. Research on innovation of enterprise human resource management in the era of "Internet+" . Office business, 2020(06):153+157.
- [4] Gong Y X Enterprise Digital Transformation: Literature Review and Research Prospect Labor Economy Review, 2022, 13 (01): 40 - 47
- [5] White Paper on China's Digital Economy Development (2022): Digitalization of Industry as the Main Force of Digital Economy
- [6] Yang Y C. Strategic development of enterprises in the 5G era . Mall Modernization, 2019(11):76-77.
- [7] Wang Z Y. Analysis of innovative measures of enterprise human resources performance management in the era of big data. Science and technology economic guide, 2019, 27(09):232
- [8] Cheng Y. A preliminary exploration of new trends in enterprise human resource management in the era of Internet+ . Human Resource Management, 2018, 000(012):P.14-14.
- [9] Zhang Y. Analysis of the construction and innovation of enterprise human resource management informatization in the era of "Internet+" . Modern Business, 2021(15):63-65.
- [10] Wang Y X. New trends of enterprise human resource management in the era of "Internet+" . China Market, 2018, No.975(20):117+129.
- [11] Qi X W, Chen Z Y. Exploring the innovation of enterprise human resource management change in the era of "Internet+" . China Business Theory, 2018, 000(022):P.92-93.
- [12] Song K, Zhou W, Shu L Q. An introduction to human resource management in the era of "Internet+" . Jiangxi Electric Power, 2018, 042(003):35-36.
- [13] Zhang B. Exploring the innovation path of enterprise human resource management under the background of "Internet+" . China Business Theory, 2020(14):116-117.