

Digitalization of Human Resource Management: A Case Study of RM Company[†]

Liu Lufa^{1,*}, Jirapong Ruanggoon² and Sookyuen Tepthong³

¹Master of Business Administration, Dhonburi Rajabhat University, Bangkok 10600, Thailand

²Faculty of Management Science, Dhonburi Rajabhat University, Bangkok 10600, Thailand

³Graduate School of Management and Innovation, King Mongkut's University of Technology Thonburi, Bangkok 10140, Thailand

(*Corresponding author's e-mail: 494426908@qq.com)

Abstract

The research objectives were as follows: 1) To investigate the current states and challenges in HRM Digitalization within RM Company; 2) To propose solutions for HRM Digitalization within RM Company. To achieve these objectives, this research mainly adopted a mixed methods approach, collecting data through document study, questionnaires, and interviews. Document study focused on the current academic research results and practice cases. The questionnaire respondents, totaling 186, were selected through simple random sampling from RM company's staff. The interviewees, totaling 8 persons, were key informants responsible for each HR module and HRMS experts. Quantitative data from the questionnaire survey were analyzed using frequency and percentages, while qualitative data were analyzed using analytic induction to draw conclusions regarding the research objectives. The research findings revealed that: 1) RM Company strived to digitize its HR management processes to align with business goals, focusing on efficiency, cost reduction, and employee satisfaction. Challenges included adapting to rapid technological changes, cultural transformation, and addressing data security concerns. However, with proactive responses and effective solutions, RM Company aimed to leverage the benefits of digital transformation while minimizing risks; 2) RM Company's solutions for HRM digitalization prioritized effective data management and connectivity. They included establishing unified platforms, implementing stringent security, and utilizing cloud computing and mobile apps. Advanced data analysis tools supported decision-making, while continuous learning and innovation drove digital transformation. Addressing technological limitations involved employee training and collaboration with partners. Proactive strategies tackled employee resistance through training enhancement and fostering a positive culture. Additionally, RM Company addressed cultural diversity through training and technology-enabled collaboration. These initiatives will enable effective management of HRM digitalization challenges and promote innovation and collaboration within the organization.

Keywords: Digitalization, Human resource management, Digital HR

Introduction

The digital economy represents an economic form that is founded upon digital technology and the Internet. This transformative force has significantly impacted both the production methods and lifestyles of individuals, ultimately emerging as a new driver for global economic development. As new technologies such as the Internet, big data, cloud computing, and artificial intelligence continue to mature, the digital economy has evolved into a critical component of global economic progress. Its rapid advancement has not only introduced novel business models and consumption patterns, but has also profoundly revolutionized and upgraded traditional industries, consequently giving rise to digitalized, intelligent, and service-oriented sectors. Furthermore, the development of the digital economy has not only altered the economic landscape, but has also instilled new societal values and development concepts, thus establishing itself as a pivotal direction for global economic growth. Going forward, the digital economy is poised to maintain its substantial role in promoting the economic development of all nations.

[†]Presented at the 6th Conference in Management: Summer 2024 (May 25, 2024 at Walailak University, Thailand)

According to the China Academy of Information and Communications Technology's Report on the Development of China's Digital Economy (2022), China experienced significant progress in its digital economy in 2021. The digital economy expanded to a scale of 45.5 trillion yuan, exhibiting a year-on-year nominal growth rate of 16.2 %, surpassing the nominal growth rate of GDP by 3.4 percentage points for the same period. Notably, the digital economy accounted for 39.8 % of China's GDP, consolidating its position within the national economy and enhancing its influential role. The 20th CPC National Congress Report also advocates for the establishment of a digital China, outlining the imperative to expedite the development of the digital economy, facilitate the profound integration of the digital economy and the real economy, and foster the emergence of internationally competitive digital industry clusters (China Digital Economy Development Report 2022). In today's fiercely competitive market, embracing digitalization represents both change and opportunity for enterprises. On one hand, organizations have the ability to leverage digital innovation to accelerate internal processes and revolutionize their business models. Simultaneously, enterprises that undergo this transformation gradually shift towards a data-driven decision-making approach, thereby enhancing their organizational acumen.

The technology industry stands as one of the most digitized sectors, with the pervasive application of digital technology becoming commonplace. From production and marketing to management, every facet of the technology industry is undergoing digitalization, with digital technology becoming an indispensable tool for tech companies to enhance efficiency, streamline operations, and reduce costs. Digitalization has engendered several distinctive attributes within the technology industry, including rapid innovation, heightened flexibility, and a pronounced emphasis on data-driven practices. Concurrently, tech companies possess vast repositories of data, and digital technology can facilitate their optimal utilization of this information, thereby strengthening their data analysis and decision-making capabilities. Digitalization can also speed up product development and time-to-market, enhancing companies' market competitiveness. (March 2022, AFP Associates).

Under the current wave of digitalization, enterprises must expedite the rate of digital transformation, which encompasses the digitalization of human resource management, should they desire to uphold their competitive edge. The digitalization of human resource management has become a significant concern for enterprises in the digital era, and the effective realization of this digitalization has emerged as one of the predicaments that numerous enterprises must address. Within the context of the digitalization of the technology industry, the digitalization of human resource management has become an indispensable component. With the expeditious advancement of information technology, the process of digitizing human resource management continues to gain momentum, as the conventional approach to human resource management has proven to be ill-suited for the exigencies of contemporary business operations and development. By harnessing digital means, enterprises can more efficiently administer their human resources, thereby enhancing employee productivity and augmenting the competitiveness of the organization. The digitalization of human resource management can facilitate superior employee information management, fortify employee training and development initiatives, bolster employee satisfaction, and so forth. Digital technology can empower companies to more effectively grasp employee information, establish a more precise employee profile, optimize recruitment and talent acquisition procedures, and additionally, digital tools can reinforce employee communication and collaboration, thereby elevating the efficiency of internal cooperation.

As an enterprise actively engaged in the exploration of digital technology, RM has attained numerous accomplishments in the realm of HRM digitalization. However, it also encounters a series of predicaments and trials. The difficulties pertaining to RM digitalization encompass a lack of data interconnection and problems associated with data quality. This paper aims to scrutinize the challenges and obstacles encountered in the process of HRM digitalization within HRM itself. Moreover, it endeavors to explore how to effectively realize HRM digitalization in order to enhance RM efficiency and competitiveness. Consequently, this study shall serve as a valuable reference for HRM digitalization in other technology enterprises. With the popularization and application of digital management in enterprises, there has been a corresponding increase in the number of studies and researches on it. However, the existing research is still in the initial stage, especially for the specific problems of enterprise digitalization practice is still relatively

vague, management digitalization theoretical framework is still not perfect. In addition, the practice of management digitalization varies greatly among enterprises of different industries and sizes, and although the successful practice of management digitalization in enterprises has made some progress, it is still mainly limited to management methods and problem handling, and there are not many researches on human resource management in the context of digital economy and technological development.

The purpose of this paper is to analyze the development trend of enterprise management digitalization in depth, and combined with the current situation of HRM digitalization practice in RM Company, to put forward rationalized suggestions based on theories of human resource management, in order to solve the problems encountered in the process of digitalization of human resource management in RM Company.

1) Help optimize the progress of HRM digitalization within RM. Taking RM as an example, by analyzing the problems in the existing HRM digitalization practices and analyzing the reasons for them, it will help the company to build a more comprehensive digital human resource system and will have far reaching significance for the company's future long-term development.

2) This paper studies the HR digitalization practices of RM, aiming to make reasonable suggestions for enterprises to build a more comprehensive digital HRM system through the analysis of existing problems and the analysis of causes. This will not only help to optimize the progress of RM's digital HRM, but also provide guidance for other companies' digital HRM processes, reduce costs, improve efficiency, and build a scientific business model. With the continuous progress of digital technology, enterprises are rapidly digitizing internally, and the digital optimization of human resources is even more urgent.

3) Promoting the concept of HR digitalization helps to promote the implementation of digital management in enterprises. At present, digital management has not been widely applied to various enterprises, and the study of HR digital optimization can provide theoretical support and practical guidance for enterprise managers and promote enterprise digital transformation. In addition, further in-depth research on HR digital optimization can uncover more practical experience and theoretical results, providing more comprehensive and in-depth guidance for enterprise digital transformation.

Methodology

Documents analysis

By reviewing the literature related to human resource management, enterprise management digital cloud disk and human resource management digitalization, and drawing on the current academic research results and practice cases, we summarize the development of human resource management under the digitalization platform, trends and domestic and international research hotspots, etc., so as to provide ideas and theoretical guidance for the research of this paper.

Case study method

Through the case study method, we analyze the problems in the digitalization process of RM's human resource management and find out the deep-rooted reasons for them. Combining with the company's overall business development strategy and the blueprint for the construction of human resource management, we put forward the optimization measures for the digitalization of RM's human resource management, so as to enhance the company's human resource management capability and improve the service support for the company's operation.

Interviews and questionnaires

By designing a questionnaire to conduct an in-depth survey among employees, to understand the current status of HRM digitalization and employee satisfaction in RM. And through interviews with experts in the HR department, we specifically understand the current practice experience of the company's HR digitalization strategy and the problems encountered in the practice process. These data source studies provide in-depth insights for refining practical digital optimization strategies. The researcher interviews provided insights into the evaluations, usage feelings, feedback, and optimization ideas of the HRM modules. Primary data were collected mainly through researcher interviews and observation records to ensure an in-depth understanding of the HRM digitalization process. Semi-structured interviews with

business executives yielded insights from key decision makers and experts, providing practical examples for developing optimization strategies. Indirect data collection covers information on business operations and human resource management, including a variety of metrics and operational data. This data serves as supporting information that helps to comprehensively assess the current level of digitalization and the challenges that exist. By analyzing the operational data, we can identify potential strengths and weaknesses and provide data support for the development of digital optimization strategies.

In addition, collecting publicly available industry information and company data helps with comparisons and references. By studying the digitalization practices of other companies in the industry, we are able to learn from successful experiences and avoid potential risks. Publicly available information such as annual reports and research reports of listed companies provide valuable industry insights that provide strong background support for our research. The study of literature data enables us to draw on previous research results and theoretical frameworks to provide theoretical guidance for the development of HRM digital optimization strategies. Through comprehensive analysis of the academic literature, we can understand the latest trends, successful practices, and possible challenges, which can better guide our research direction and strategy design. Based on in-depth qualitative research, we develop practical strategies for digital optimization of human resource management.

Results and discussion

Conclusions

Current human resource management status of RM company

It can be seen that the goal of RM's human resource management is to support the company's development goals by digitization, tracking performance indicators and enhancing employees' work experience. The overall goal of digital human resource management is to simplify and optimize the human resource process, improve employee engagement and satisfaction, and ultimately promote business success. In addition, to achieve a detailed understanding of human resource management and better match with digitalization, it is necessary to further refine the corresponding human resource management indicators and combine them with digitalization. In this regard, the interview in this paper shows that the specific goals and indicators of the digitalization of human resource management in RM company are to improve the efficiency of the organization, reduce costs, and enhance employee satisfaction and participation.

Table 1 Objectives of HRM and digitalization of RM company.

Type	Goals
Human Resource Management	An efficient, stable and competitive workforce Support the achievement of the company's strategic objectives
Digital Human Resources	Improving efficiency and productivity; Optimize recruitment and selection; Improving training and development; Promoting communication and collaboration; And data-driven decision making

With the development of the global economy and the intensification of competition, the importance of enterprises for human resource management has become increasingly prominent. As a company with competitive advantages in the market, RM company has also realized the key role of human resource management in the development of enterprises. Therefore, RM has formulated the following plans for the digitalization of human resource management at present, aiming to improve employee satisfaction, promote team cooperation, and lay a solid foundation for the company's long-term development.

Table 2 HRM digitization plan of RM company.

Types	Measures
Recruitment	Focus on selecting candidates who possess professional knowledge and skills and are in line with the company's cultural values
Training	Upgrade the skill level and professionalism of employees
Incentive mechanism	A fair, transparent and competitive compensation system
Communication and feedback	Establish a large organizational culture that is open and inclusive
Benefits Package	Pay attention to the quality of life and health and well-being of employees

For the digitalization of human 22 resource management, RM company also has its own strategic plan or roadmap. First of all, in order to realize the strategic plan or roadmap for the digitalization of human resource management, RM company needs to make clear its goals and vision. This includes identifying the role that digital transformation plays in HR management and the expected results to be achieved.

Secondly, RM companies need to conduct a comprehensive and systematic evaluation of the current HR management system and processes. By analyzing the current situation, identifying problems and opportunities, and collaborating with relevant stakeholders to gather feedback, it can help us better understand the internal needs of the organization and the external environment.

So far, there have been some challenges and successes when it comes to digitizing employee skills. With the continuous development of technology, digitization has become an integral part of modern enterprises. Here are the challenges and successes RM companies are likely to encounter in digitizing their employees' skills:

Table 3 Challenges and successes of the current digitalization of human resource management in RM company.

Challenges	Success
Increased demand for training: With rapid changes in technology, employees need to constantly update their skills to adapt to emerging technologies and tools. This means that companies need to provide more training opportunities to ensure that employees have the digital skills they need	Online learning platform: RM has adopted an online learning platform that allows employees to learn on their own schedule and get real-time feedback. This flexibility helps increase employee engagement in digital skills training.
Cultural transformation - Shifting traditional corporate culture to the digital age can be difficult. This includes aspects such as changing mindsets, adopting new processes and solving old problems.	Remote collaboration - Digitization makes it possible to collaborate remotely, whether through video conferencing or sharing folders, for example. This promotes closer collaboration between teams on a global scale and increases efficiency.
Data Security - In the digital age, data security has become an important issue. Companies must invest significant resources to ensure that sensitive information is protected and to prevent hacks or data breaches from occurring.	Intelligent Analytics - With the help of artificial intelligence and big data analytics, online platforms can help companies collect and analyze various metrics to assess employees' performance in specific fields and provide personalized recommendations to improve their career paths.

Challenges faced by RM companies in digitizing their human resource management

In the era of digital transformation, HR departments must proactively respond to possible challenges and find solutions accordingly. In this regard, RM Company first began to improve the key areas of digital response. In addition, as human resource management system has become an important tool for

organizations to effectively manage employees, RM company will also face some challenges in the process of realizing digital transformation in the system management of digital human resource system.

Table 4 Challenges of digital human resource management of RM company.

Types	Potential challenges
HR digital transformation	Data analysis and mining Information security and privacy protection User experience Optimization Innovative technology application Integration and sharing platform construction Staff training and development
System management challenge	Integration challenges Data security issues Employee boycott Cost implications:
Different management modules and systems	Technical limitations Internal organizational process differences Cultural diversity Legal compliance
Employee resistance	Employee pressure to study The employee's stress of unemployment Information leakage caused by improper operation of employees

In conclusion, while digitalization has brought many benefits in terms of increasing efficiency and improving the decision-making ability of HR departments; It also presents a number of challenges that must be addressed effectively by organizations wishing to make the most of these technologies. By understanding these challenges up front, and taking proactive steps to address them; Businesses can reap the full benefits of digital transformation in their HR operations while minimising the risks associated with their adoption.

Solutions for HRM digitalization within RM company

Solutions for HRM Digitalization within RM Company summaries in **Table 5**.

Table 5 Solutions for HRM digitalization within RM company.

RM Company's Feasible Measures to Address HRM Digitalization	Data Integration and Sharing Data Security and Privacy Protection Cloud Computing and Mobile Applications Data Analysis and Prediction Continuous Learning and Innovation
Addressing Technological Limitations in HRM Digitalization	Adoption of Technology Employee Training and Development Collaboration with External Partners Data Privacy Protection Evaluation and Testing

Overcoming Employee Resistance to HRM Digitization	Identifying Reasons for Resistance
	Strengthening Training
	Establishing Incentive Mechanisms
	Effective Communication
	Creating a Positive Atmosphere
Addressing Cultural Diversity in HRM Digitalization	Investing in Training and Development
	Promoting Cross-Cultural Communication
	Fostering an Inclusive Corporate Culture
	Utilizing Technology for Communication

In its endeavor to embrace human resource management (HRM) digitalization, RM Company places utmost importance on effectively managing data interconnection and interoperability. Acknowledging the pervasive influence of technology in modern enterprise management, the company recognizes digital transformation as a catalyst for optimizing processes, enhancing efficiency, and enabling seamless data connectivity and exchange. Key measures include ensuring data integration and sharing across systems, thereby establishing a unified platform or utilizing appropriate software tools to facilitate integration while complying with relevant regulations and privacy policies. Additionally, prioritizing data security and privacy protection entails adopting technical measures such as encryption and strict permission controls, alongside regular security audits to ensure continuous improvement. Leveraging cloud computing technology and developing mobile applications further enhances the flexibility, scalability, and accessibility of HRM systems, thereby improving employee satisfaction and streamlining operational processes. Furthermore, advanced data analysis tools and algorithms enable in-depth analysis of HR metrics and other business parameters, facilitating informed decision-making and anticipation of future challenges or opportunities. Continuous learning and innovation are underscored as essential qualities for navigating digital transformation successfully, with emphasis placed on updating knowledge on technological trends and actively participating in industry conferences or training courses to drive organizational progress.

In addressing the technical limitations of HRM digitalization, RM Company adopts a multifaceted approach. Utilizing digital tools such as information systems and data analysis tools simplifies personnel management and enhances decision-making accuracy and speed. Employee training and development programs are prioritized to equip staff with the necessary skills and competencies to leverage digital tools effectively, while collaboration with external partners seeks professional support for custom development to meet specific organizational needs. Maintaining data privacy protection is paramount, with compliance with regulations and implementation of security measures ensuring safeguarding of employee data. Thorough evaluation and testing precede the implementation of new technology, minimizing risks and ensuring a smooth transition. Collectively, these measures enable RM Company to effectively navigate the challenges posed by technical limitations in HRM digitalization and harness its benefits.

In the face of employee resistance to HRM digitization, RM Company adopts a proactive stance. Understanding the root causes of resistance, such as lack of knowledge or fear of job loss, informs tailored strategies to address specific concerns. Strengthening training programs enhances digital literacy, empowering employees to adapt to the new digital environment effectively. Implementation of incentive mechanisms encourages active participation in digital management initiatives, while effective communication of change objectives fosters employee engagement and buy-in. Creating a positive organizational culture through team-building activities and cultural exchange programs cultivates an environment conducive to change acceptance. By leveraging these strategies, RM Company successfully addresses employee resistance to HRM digitization and fosters a culture of innovation and collaboration.

Amidst cultural diversity, RM Company proactively addresses HRM digitalization challenges through strategic measures. Investing in comprehensive training opportunities equips employees with digital knowledge and skills necessary for adaptation, while promoting cross-cultural communication facilitates understanding and collaboration. Fostering an inclusive corporate culture that respects diversity encourages

innovation and creativity in the digital environment. Leveraging technology for communication facilitates collaboration among employees across different regions and cultures, enhancing information sharing and teamwork. These measures collectively enable RM Company to navigate HRM digitalization challenges posed by cultural diversity, fostering an environment conducive to adaptation and innovation.

Discussions

Discussion on the digitization process of human resource management

RM Company has been committed to digital transformation, but in terms of the digitalization of human resource management, the process is relatively lagging behind. Although RM company has begun to launch its own digital platform of human resource management, its digital transformation efforts need to be strengthened.

With the rapid development of mobile Internet, more and more employees begin to use mobile phones and other mobile devices for work, which also makes mobile terminal digital management tools become an important trend of enterprise digital transformation. However, the digital platform of human resource management of RM company is mainly oriented to PC, which limits the convenience and efficiency of employees' human resource management on mobile devices. According to the research of (Bratton & Gold, 2017), digitization means more and more convenient use terminals, and its purpose is to facilitate the operation of employees. However, the current limitation of RM company is exactly contrary to this research, so further optimization is needed to expand more digital use terminals.

Discussion on human resource data

With the development and expansion of RM Company, the organizational division is becoming more and more detailed, with more and more departments. Each department has its own data, but the data between departments is often stored and defined separately. The data of each department is like an island, which is difficult to connect and interact with other data of other departments in the company, resulting in the phenomenon of "data island". As a result, the application scenarios and effects of the digital platform of human resource management will be limited, and it is difficult to give full play to its advantages and value. This is also related to the relevant research of (Wan & Liu, 2021). According to this research, human resource data should be fully exchanged among various departments, and different departments should be able to easily query the required human resource data, which is an important function to be realized in the digitalization of human resource management. At present, RM company needs to be strengthened in this aspect, and the sharing of its existing human resource data among different departments needs to be optimized to avoid the problem of "data island" as much as possible.

Discussion on the digital function of human resource management

The ultimate purpose of human resource management is to serve the business. However, with the changes in global politics and economy in recent years, especially the impact of the COVID-19 pandemic, people's work and life have also undergone great changes. Then the effect of the implementation of the digital function of human resource management has become a key factor to measure the level of digitalization. RM Company has a lot of human resource management digital systems and tools, but some of them cannot fully meet the current service needs.

1) Lack of employee self-service function

Employee self-service and manager self-service still become a direction of current human resource management, and enterprises empower employees and managers through digital tools. On the one hand, employees and managers can meet their needs through self-service anytime and anywhere. On the other hand, it is also an effective measure for human resource departments to reduce costs and increase efficiency in the management process. RM company already has the practice of employee self-service in many modules, but there is still a lot of room for improvement in employee self-service, which will be an important part of the digital construction of human resource management of RM company in the future. According to Collings (2018), one of the important functions of the digitalization of human resource management is to facilitate the autonomous service of employees, thereby reducing the unnecessary

workload of the human resource department and improving its efficiency. In this regard, RM company should further add functions that employees can operate independently and provide self-service services into the future human resource digital system, so as to improve the functionality of the management system.

2) Lack of data analysis and prediction function

In the digital process, the value of data analysis and forecasting is that it can help companies predict future trends and make targeted decisions. However, in the process of digitization of human resource management in RM Company, the prediction ability is limited, and it is difficult for the company to make accurate decisions in the future. Some systems can only provide basic analysis and reporting, without advanced analysis tools and data visualization options, to provide personalized solutions for different data needs.

According to Hanelt et al. (2020), the important function of digitalization of human resource management is to provide the company with comprehensive measurement results of external conditions such as future development of human market and changes in economic situation, so as to facilitate the company to make decisions. However, RM company still has shortcomings in this aspect at present. Therefore, RM company should further optimize the data analysis function in its human resource digitalization system in the future digitalization process, so as to provide more choices for the company's decision-making.

Conclusions

The research findings revealed that: 1) RM Company strived to digitize its HR management processes to align with business goals, focusing on efficiency, cost reduction, and employee satisfaction. Challenges included adapting to rapid technological changes, cultural transformation, and addressing data security concerns. However, with proactive responses and effective solutions, RM Company aimed to leverage the benefits of digital transformation while minimizing risks; 2) RM Company's solutions for HRM digitalization prioritized effective data management and connectivity. They included establishing unified platforms, implementing stringent security, and utilizing cloud computing and mobile apps. Advanced data analysis tools supported decision-making, while continuous learning and innovation drove digital transformation. Addressing technological limitations involved employee training and collaboration with partners. Proactive strategies tackled employee resistance through training enhancement and fostering a positive culture. Additionally, RM Company addressed cultural diversity through training and technology-enabled collaboration. These initiatives will enable effective management of HRM digitalization challenges and promote innovation and collaboration within the organization.

Acknowledgements

This paper would like to thank the Advisor, Asst. Prof. Dr. Jirapong Ruanggoon and Dr. Sookyuen Tepthong for their guidance, which made the research process, data collection and analysis, and research conclusions of this paper more scientifically complete and accurate. I would like to express my heartfelt thanks and respect.

References

- Aririguzoh, S. (2022). Communication competencies, culture and SDGs: Effective processes to cross-cultural communication. *Humanities and Social Sciences Communications*, 9, 96.
- Beane, M. (2019). Shadow learning: Building robotic surgical skill when approved means fail. *Administrative Science Quarterly*, 64(1), 87-123.
- Bratton, J., & Gold, J. (2017). *Human resource management: Theory and practice*. Palgrave.
- Chen, C. (2020). *The role of human resource Management in digital transformation* (in China). China: Management Science.
- Cheng, Y., & Wang, Y. (2020). Research on human resource management decision model under big data environment. *Applied Research of Computers*, 37, 2307-2311.

- Gomber, P., Koch, J., & Siering, M. (2017). Digital finance and fintech: Current research and future research directions. *Journal of Business Economics*, 87(5), 537-580.
- Hanelt, A., Busse, S., & Kropp, M. (2020). Artificial intelligence and digital transformation in supply chain management: Innovative approaches for supply chains. *Supply Chain Management*, 25(2), 216-224.
- Hohan, A. I., Olaru, M., & Pirnea, I. C. (2015). Assessment and continuous improvement of information security based on TQM and business excellence principles. *Procedia Economics and Finance*, 32, 352-359.
- Kane, G. C., Phillips, A. N., Copulsky, J. R., & Andrus, G. R. (2019). *The technology fallacy: How people are the real key to digital transformation (Management on the Cutting Edge)*. Massachusetts, United States: The MIT Press.
- Kurpjuweit, S., & Wagner, S. M. (2020). Startup supplier programs: A new model for managing corporate-startup partnerships. *California Management Review*, 62(3), 64-85.
- Li, H. (2019). A new model of digital human resource management. *Journal of Management*, 16(9), 1339-1345.
- Liao, Y., Deschamps, F., Loures, E. D. F. R., & Ramos, L. F. P. (2016). Past, present and future of Industry 4.0 - a systematic literature review and research agenda proposal. *International Journal of Production Research*, 55(12), 3609-3629.
- Liu, Y., & Jiang, D. (2021). Research on human resource management Innovation in financial enterprises under the background of digital transformation. *Business Economics*, 4, 95-96.
- Lu, J. (2021). Methods, stages and misunderstandings of digital transformation of HR management: From worship of technology to utilization of technology. In Proceedings of the XV International Conference "Russian Regions in the Focus of Changes" (ICRRFC 2020). Yekaterinburg, Russia: Ural Federal University.
- Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2019). Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly*, 41, 223-238.
- Peng, J. (2019). New thinking of human resource management in the internet era. *China Human Resource Development*, 25(1), 6-9.
- Raisch, S., & Krakowski, S. (2020). Organizational ambidexterity and the balancing act of human resource management. *Journal of Business Research*, 110, 443-456.
- Szeles, M. R., & Simionescu, M. (2020). Regional patterns and drivers of the EU digital economy. *Social Indicators Research*, 150(1), 95-119.
- Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resource management: Challenges and a path forward. *SSRN Electronic Journal*, <https://doi.org/10.1177/0008125619867910>
- Tarique, I., Briscoe, D. R., & Schuler, R. S. (2004). *International human resource management: Policy and practice for the global enterprise (Global HRM)*. London, United Kingdom: Routledge.
- Verma, S., Singh, V., & Bhattacharyya, S. S. (2021). Do big data-driven HR practices improve HR service quality and innovation competency of SMEs. *International Journal of Organizational Analysis*, 29(4), 950-973.
- Wan, W., & Liu, L. (2021). Intrapreneurship in the digital era: driven by big data and human resource management? *Chinese Management Studies*, 15(4), 843-875.
- Wang, W. (2019). Research on human resource management strategies of financial enterprises under the background of digital transformation (in China). *Science and Technology Vision*, 1, 28-29.
- Yang, H., & Gao, M. (2019). Enterprise management innovation in digital environment (in China). *Economic Management*, 41(9), 1-8.
- Zhang, X., & Li, W. (2018). Enterprise digital transformation and organizational change. *Economic Management*, 40(12), 123-130.
- Zhou, H. (2020). Organizational change and innovation of enterprises in the digital age (in China). *China Soft Science*, 2, 45-53.