

Optimization Strategies for Digitally Empowered Strategic Human Resource Management

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Abstract. The digital economy and real economy are deeply integrated now. For enterprises that want to develop steadily in the digital age, combining digital support with strategic human resource management (SHRM) is very important. By looking through related studies and checking current business practices, this paper finds that digital technologies are widely used in human resource management. They have greatly improved work efficiency and helped collect more basic data. But there are still many systematic problems. Digitalization and SHRM have not yet achieved real deep cooperation. To solve this, this study suggests that future work should focus on four key points. First, build integrated digital platforms that fit the company's strategy. Second, make decisions more based on data. Third, pay more attention to meeting employees' personal needs through digital tools. Fourth, promote the wide use of intelligent technologies in a systematic way. These measures aim to help digital support and SHRM integrate better. In this way, they can provide useful ideas and practical help for enterprises to make the most of human resources and gain long-term competitive advantages.

Keywords: Digitalization, Strategic human resource management, Optimization strategies

1. Introduction

The national 15th Five-Year Plan clearly suggests promoting deep integration between the digital economy and real economy. It also asks to speed up the digital change of industries. Digital technologies like big data, cloud computing and artificial intelligence are developing fast. Digital support has become a key force for enterprises to stay flexible and efficient in the competitive market. Through digitalization, enterprises can change their business processes, decision-making ways and value creation models. This helps them improve resource integration, innovation and research, work efficiency and the ability to deal with risks. At the same time, strategic human resource management (SHRM) is an interdisciplinary field combining human resource management and strategic management. Compared with traditional human resource management, it pays more attention to human resources as a core asset. This asset helps enterprises gain and keep competitive advantages. SHRM tries to connect recruitment, employee development and performance management closely with the company's long-term strategic goals. In this way, both the company's objectives and the value of human capital can be improved. Studying how digital support and SHRM integrate helps make clear how talent recruitment, development, performance management

and organizational change work in the digital age. It also provides a solid basis and practical guidance for enterprises to keep competitive advantages in the digital economy.

This study has both theoretical and practical value. From a theoretical view, on one hand, digital support brings new research angles and conceptual frameworks to SHRM. It enriches the academic knowledge at the crossing of these two fields. On the other hand, it helps explain how technology use is linked to strategic results. This lays a foundation for theory building and practical research. From a practical view, first, this study gives specific suggestions for enterprises to build integrated digital human resource platforms. It promotes the intelligent and systematic management of HR work. Second, it helps improve the accuracy of recruitment, make performance evaluation more objective and raise the level of employee services. This makes human resource management more scientific and efficient. Finally, by promoting the coordinated development of digitalization and strategic orientation in HRM, this study helps improve the overall performance of the organization. It also provides feasible ways for enterprises to face the challenges of the digital economy. In short, systematically exploring how digital support and SHRM can integrate not only deepens academic understanding. It also gives practical support for enterprises to make the most of human resource value in the digital era.

The main innovations of this paper are in two aspects. First, it focuses on the integration mechanisms between digital support and SHRM. It goes beyond previous studies that mostly focused on one-way effects. It systematically explores how digital technologies and human resource strategies can work together dynamically. This provides a new research angle. Second, based on the common practical challenges faced by modern enterprises, it puts forward optimization directions. These include building strategy-oriented integrated digital platforms, strengthening data-driven decision-making and paying more attention to employee experience. This gives clear and actionable practical guidance.

2. Literature review

2.1. Review of research on corporate digitalization

2.1.1. Determinants of corporate digitalization

Studies show that key factors at individual, organizational and industrial levels in enterprises drive digital transformation. For example, managers with strong digital leadership, suitable organizational designs and good transformation environments all provide important support for corporate digitalization [1]. When it comes to transformation methods and paths, enterprises need to adopt different transformation strategies according to their size and development stage. They also need to rely on solid technological foundations, continuous financial investment and sound talent training and recruitment systems to deal with uncertainties and challenges [2]. Through a large-scale survey, researchers find that Chinese enterprises face some external difficulties in digital transformation. These include not having enough talents with different kinds of knowledge, weak industrial foundations and differences in infrastructure and development levels between regions [3]. In general, corporate digitalization is a process and result influenced by both internal capabilities and external environments.

2.1.2. Economic consequences of corporate digitalization

Based on enterprise-level survey data collected over a period of time, practical evidence shows that digital management greatly improves input-output efficiency. But this process often has a short-term “difficult period”. The returns from investment are closely related to the enterprise’s size and industry characteristics. They show a non-linear pattern: first decreasing and then increasing [4]. From the perspective of performance driving, digital transformation can effectively improve enterprises’ core business performance. It mainly does this by improving internal management, optimizing the information environment, enhancing financial stability and stimulating innovation potential. This effect is more obvious in state-owned enterprises and environments with high policy uncertainty [5]. Researchers also prove that digital transformation is an important way to improve total factor productivity. It promotes high-quality corporate development through stimulating innovation, optimizing human capital, integrating industries and reducing costs [6]. The efficiency-improving effects of digitalization are also affected by the enterprise’s internal characteristics and the macroeconomic environment. Overall, existing research shows that corporate digitalization has played a comprehensive role in improving operational efficiency, financial performance and total factor productivity.

2.2. Review of research on strategic human resource management

2.2.1. Determinants of strategic human resource management

From the perspective of management development, researchers point out that the emergence of strategic human resource management (SHRM) is the result of the combination of human resource management and strategic management. It is driven by external competitive pressure and enterprises’ strategic needs [7]. From the perspective of internal organizational structure, SHRM includes both individual and organizational levels. Its form is greatly influenced by the enterprise’s strategic goals, structural characteristics and management concepts [8]. Another researcher further emphasizes that two key conditions determine whether SHRM can be turned into competitive advantages. One is whether the enterprise has a strategic orientation towards human resource management. The other is whether its HR systems can keep up with the company’s strategy dynamically [9]. At the specific operational level, the scientific nature and strategic orientation of human resource planning are important influencing factors. Such planning must follow principles like cost priority, centralization and employee development [10]. In summary, SHRM is influenced by external environment, corporate strategy, internal organizational structure, resource attributes and management models. It is the result of the combined effect of many factors.

2.2.2. Economic consequences of strategic human resource management

A researcher finds that SHRM practices can indirectly stimulate R&D personnel’s innovative behaviors. They do this by creating an organizational environment that supports innovation. The innovation environment plays a full or partial mediating role between various HRM practices and individual innovation [11]. From the perspective of enterprise life cycle, the same researcher also points out that SHRM affects innovation performance through two types of organizational learning behaviors: external communication and participatory decision-making. These mediating mechanisms have different characteristics in different stages of enterprise development [12]. Through practical analysis, researchers show that SHRM has a direct and positive impact on

enterprise performance. Practices like career development, performance-based pay and temporary employee management play important regulatory roles [13]. From the perspective of theoretical integration, researchers propose that SHRM improves employees' skills, guides their behaviors and cultivates human capital that is specific to the enterprise. Finally, this leads to continuous improvement of organizational performance [14]. Collectively, these studies indicate that SHRM not only directly promotes organizational results. It also systematically advances organizational development and the achievement of strategic objectives through various ways like organizational learning, innovation environment cultivation and human capital accumulation.

2.3. Research synthesis

By sorting out existing literature, we can see that corporate digitalization and strategic human resource management are two important themes in contemporary enterprise management research. Both have multi-level and multi-mechanism influence paths. On one hand, corporate digitalization is driven by internal leadership, organizational design, external infrastructure and talent reserves. It has a profound impact on enterprise performance and total factor productivity by improving operational efficiency, optimizing governance structure and stimulating innovation potential. On the other hand, SHRM comes from the interaction between external competitive environment and internal organizational strategy and resource characteristics. It systematically promotes organizational performance and innovation capability through organizational learning, innovation environment cultivation and human capital accumulation.

Although existing studies have explained the independent effects of corporate digitalization and SHRM, there are not many studies on their joint role in enterprise development. On one hand, most literature focuses on one-way impact analysis. It lacks in-depth exploration of how human resource management systems are adjusted under digital support. It also does not deeply study how technology use and human resource strategies can be dynamically matched. On the other hand, previous research mostly focuses on macro-level performance results. It does not pay enough attention to the mediating and regulatory roles of micro-level factors. These factors include employee behavior, organizational environment and leadership style in the interaction between digitalization and SHRM.

3. Current status of digitally empowered strategic human resource management

3.1. System deployment

Now, digital technologies are widely used in human resource management. Most companies have set up basic human resource information systems (HRIS). These systems let them manage employee information, calculate salaries and track attendance online and automatically. At this stage, the use of such technologies has greatly improved the work efficiency of HRM. It frees HR staff from repetitive daily tasks and helps collect basic data for management decisions. But the functions of these systems are mostly focused on daily work. Their closer connections with company strategy and ways to coordinate dynamically are still in the early stages.

3.2. Data value

In terms of data integration and analysis, strategic human resource management has collected a certain amount of data. Enterprises can collect and store various types of HR-related data through their systems. They have also started to do basic descriptive analysis, such as analyzing the structure

of the workforce and counting the turnover rate. These data reports help managers understand the current human resource situation. However, due to uneven data quality, separated data between different system modules and lack of professional analysis tools and talents, such data have not been effectively turned into forward-looking strategic insights. So the support for business decisions is mostly based on past situations. It is difficult to have a substantial impact on strategic choices.

3.3. Interaction models

Digital tools are changing the way employees interact with the organization. Many enterprises have introduced mobile apps, internal social platforms and self-service systems. These tools let employees handle things like policy inquiries, leave applications and training registration conveniently. This improves process transparency and employee satisfaction. At present, these interactions are mainly focused on providing standardized services. There is still much room for improvement in meeting personalized needs, providing continuous career development support and integrating digital interaction into organizational culture cultivation. How to use digital interaction to enhance employees' sense of participation and recognition of the company's strategy is still an important issue to explore further.

3.4. Intelligent applications

To deal with the rapidly changing market environment, some leading enterprises have begun to try using artificial intelligence and machine learning technologies in areas like recruitment screening, talent assessment and personalized learning recommendations. The goal is to improve the accuracy and scientific nature of talent management. This shows that the digitalization of strategic human resource management is moving from focusing on process efficiency to an exploratory stage of intelligent decision support. However, on the whole, such applications are still scattered and experimental. They have not become systematic solutions covering the entire talent management life cycle of "attraction, use, development and retention". The potential value of large-scale application remains to be fully realized.

4. Optimization strategies for digitally empowered strategic human resource management

4.1. Advancing platform–strategy alignment

To make digitalization and company strategy work better together, enterprises should turn their human resource systems from tools for daily tasks into platforms that help with strategic analysis. This requires developing or integrating an end-to-end digital platform. The platform should cover strategic planning, organizational efficiency, talent development and performance evaluation. It should ensure the consistency of business by breaking down the company's strategic goals into key tasks and competency requirements for departments and individuals. At the same time, it should be able to track the implementation process and results in real time. In this way, human resource management activities can keep up with strategic priorities dynamically and really promote the implementation of the strategy.

4.2. Promoting data-driven decision-making

To solve the problem of underusing data value, enterprises are advised to set up special HR data analysis teams or positions. They should also invest in more advanced data integration platforms and

predictive analysis tools. The priority is to connect the separated data between different HR modules and between HR, business and financial systems. This helps build a unified and high-quality data repository. On this basis, enterprises can develop predictive and prescriptive analysis capabilities. For example, they can build early warning models for talent loss risks and forecasting models for key position succession. These models provide forward-looking and accurate data support for strategic decision-making.

4.3. Deepening the digital employee experience

In terms of employee experience, digital initiatives should move from providing standardized services to meeting personalized needs. By using big data and artificial intelligence, enterprises can analyze employees' behavior patterns and needs. They can then provide customized learning and development paths, career planning guidance and welfare packages. At the same time, enterprises should strengthen the cultural communication and interactive community functions of digital platforms. These platforms can become key channels for spreading strategies, collecting feedback, promoting cooperation and recognizing contributions. In this way, digital interaction can continuously enhance employees' sense of belonging and alignment with the company's strategy.

4.4. Building intelligent collaborative systems

To lead the future of intelligent decision-making, enterprises should systematically plan the application of intelligent technologies in the core value chain of human resource management. In key areas like recruitment, promotion, incentives and development, AI tools should be used and integrated scientifically. These include intelligent matching based on competency and talent review systems based on performance and potential. More importantly, enterprises must establish decision-making mechanisms that combine humans and machines. They should combine the results of intelligent tools with managers' judgments. At the same time, they should continuously review and optimize algorithm models. Finally, this approach will help build an intelligent platform that supports strategic talent decisions and comprehensively improves the execution ability of enterprise talent strategies.

5. Conclusion and future prospects

By reviewing the theoretical foundations and practical developments of digital support and strategic human resource management (SHRM), this paper draws the following conclusions. Digital technologies have been widely used in various HRM functions. They have greatly improved operational efficiency and laid a solid foundation for the standardization of SHRM. However, many enterprises still face systematic problems. Digitalization and SHRM have not yet achieved real deep cooperation. To build sustainable talent-based competitive advantages in the digital era, enterprises must focus on four key points. They need to develop strategy-oriented integrated digital platforms, strengthen data-driven decision-making capabilities, pay more attention to personalized employee experiences and promote the systematic application of intelligent technologies in the entire talent management life cycle. Through these efforts, human resource management and corporate strategy can develop in a coordinated and mutually reinforcing way in the digital age.

Future research can be carried out in several directions. First, it is necessary to explore how human resource management and corporate strategy can achieve dynamic alignment under digital support. Special attention should be paid to the different paths in different industries and enterprise

sizes. Second, more emphasis should be placed on practical research. This research should examine the impact of digital tools on variables like employee behavior, leadership style and organizational environment. It should also study their mediating and regulatory roles in the implementation of corporate strategy. Third, future studies should address issues related to human-machine cooperation. These include ethics in human resource management, fairness of algorithms and data security. This will help build a sustainable ecosystem for intelligent human resource management.

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