Research on the Construction and Optimization of Data-driven Human Resource Performance Information Management System

Zeyu Zheng

School of Economics and Management, Shanghai University of Electric Power, Shanghai, 201306, China

961380499@qq.com

Abstract. The integration of Information Management Systems (IMS) within Human Resource Performance Information Management Systems (HRPIMS) has become increasingly important for improving human resource management functions, particularly within Chinese organizations. This study explores how IMS contributes to the enhancement of key HR practices such as performance management, decision-making, and employee engagement. By reviewing secondary data from industry reports, academic literature, and case studies, the research identifies essential themes, including the role of advanced technologies in optimizing HR operations, the importance of real-time data analysis, and the challenges organizations face in complying with regulatory requirements and overcoming cultural barriers. The findings underscore the strategic role of IMS in facilitating more informed and efficient HR decisions. Despite challenges related to the adoption of technology and data privacy concerns, IMS-powered HR systems offer substantial benefits in improving organizational performance. The study provides valuable insights for HR practitioners and organizational leaders, offering practical guidance for successfully implementing IMS in HR functions.

Keywords: Information Management Systems (IMS), HRPIMS, Employee Engagement, Data-Driven Decision Making, HRM.

1. Introduction

The advancement and optimization of data-driven Human Resource Performance Information Management Systems (HRPIMS) are increasingly integral to the structure of modern organizations, particularly in China. As the country shifts from an economy reliant on manufacturing to one focused on services and innovation, the demand for sophisticated HR systems that can manage talent and align employee performance with strategic organizational goals has become more pressing. In this regard, Information Management Systems (IMS) play a crucial role in the success of HRPIMS. IMS support the processing, analysis, and storage of the vast amounts of data needed for HR functions, including recruitment, training, and performance assessments, thereby improving HRPIMS effectiveness.

As organizations move toward data-centric models, the integration of IMS into HRPIMS has become essential for facilitating real-time data collection, enhancing decision-making in HR, and improving workforce productivity. The increasing use of artificial intelligence (AI), machine learning, and big data analytics has enabled HR systems to track employee performance in real-time, predict future trends, and make better-informed decisions. This integration is particularly vital in China, where the government's focus on fostering digital innovation has led to the widespread adoption of intelligent systems in multiple industries. As highlighted by Wan and Liu (2021) [1], government initiatives promoting digital infrastructure have provided the foundation for the widespread adoption of data-driven HR systems [1].

Despite these technological advancements, Chinese companies still face significant barriers to fully integrating IMS into HRPIMS. These challenges include limited technical capabilities, issues with data governance, resistance to algorithm-based management, and a lack of regulatory frameworks that support smooth system integration [2]. Many organizations in China have adopted HRPIMS at an operational level, but their strategic integration remains underdeveloped, which prevents these organizations from fully leveraging the transformative potential of these systems.

While there is a wealth of literature examining the technological dimensions of HRPIMS on a global scale, research focusing specifically on the integration of HRPIMS and IMS in China is relatively scarce. Much of the existing research tends to prioritize the design and functionality of the systems, often overlooking the organizational, cultural, and institutional factors that are crucial for successful adoption. The incorporation of big data and AI into HR practices requires not just technological upgrades, but also an alignment with organizational culture and national labor policies [3]. This study seeks to address this gap by examining both the technological and organizational, cultural, and regulatory factors that impact the effective integration of IMS within HRPIMS in China.

Given the evolving labor market in China, the need for IMS-integrated HRPIMS is especially critical. The rapid growth of high-tech industries and the increasing shortage of skilled workers in these fields make it essential for organizations to leverage data-driven HR systems to tackle challenges such as employee turnover, skills mismatches, and performance gaps [4]. IMS-enabled HRPIMS can enhance recruitment strategies, identify skill shortages, and implement targeted development programs, leading to improved workforce productivity and organizational performance. Moreover, the unique regulatory and cultural context in China demands that HRPIMS be tailored to local practices, such as Confucian management traditions and evolving labor laws. By adapting HRPIMS to these cultural and regulatory factors, organizations can increase the effectiveness and user acceptance of these systems [5].

The main objective of this study is to explore the design, optimization, and strategic implementation of HRPIMS integrated with IMS within Chinese organizations. Specifically, the research aims to: (1) evaluate how IMS-powered HRPIMS influence employee engagement and performance; (2) identify the technological, organizational, and cultural barriers to effective IMS integration within HRPIMS; and (3) provide evidence-based recommendations for optimizing HRPIMS in the Chinese context. This study intends to offer valuable insights into how data-driven HR practices, powered by IMS, can enhance workforce development and promote organizational agility in China's rapidly changing business environment.

Additionally, this study will investigate the long-term effects of IMS-integrated HRPIMS on employee engagement and organizational performance—critical areas that have been largely overlooked in previous studies that primarily focus on system implementation. As Chinese companies face increasing global competition, their ability to maintain a high-performing and adaptable workforce will depend on both adopting advanced IMS-driven HR technologies and integrating them with human-centric management philosophies [6]. By exploring how IMS-powered HRPIMS influence employee behavior and organizational culture over time, this study aims to provide a deeper understanding of the sustained impact of these systems on HR outcomes.

Furthermore, this research will offer practical guidance for HR practitioners and technology developers in creating flexible, scalable, and ethically sound HR systems. With growing concerns about data privacy, algorithmic bias, and surveillance, it is vital that HRPIMS are designed with transparency, accountability, and inclusivity. This study will also examine how Chinese organizations can meet these objectives while complying with domestic data protection regulations, such as the Personal Information Protection Law (PIPL), as well as international standards [2].

Ultimately, the findings from this study are expected to contribute to academic knowledge, inform public policy on HR technology governance, and provide actionable roadmaps for organizations undergoing digital transformation in HR functions. As the boundary between human decision-making and algorithmic systems continues to blur, the development of IMS-integrated HRPIMS will be key to ensuring the sustainable growth of organizations in China and worldwide.

2. Literarure Review

Over the last decade, Human Resource Performance Information Management Systems (HRPIMS) have experienced significant growth, with an increasing focus on how data-driven solutions can enhance HR functions and contribute to the overall success of organizations. While most research has

been focused on Western corporate settings, there is a lack of comprehensive studies addressing the development and optimization of HRPIMS in the context of Chinese organizations. This review will explore key topics such as the capabilities of HRPIMS, the role of AI and IMS integration, challenges in system implementation, and the cultural and regulatory factors that affect adoption in China.

HRPIMS are integrated systems that centralize a range of HR functions—from performance management to recruitment and workforce planning—into a single platform powered by data. The integration of Information Management Systems (IMS) within HRPIMS further enhances these systems by streamlining data collection, storage, and analysis, which enables HR departments to make more informed and strategic decisions based on real-time data. Early Human Resource Information Systems (HRIS) focused mainly on administrative functions, such as payroll and attendance. In contrast, modern HRPIMS use predictive analytics and AI to provide insights that improve talent management, such as identifying skills gaps, monitoring employee performance, and enabling customized training programs [2][5].

One of the major benefits of HRPIMS is the improvement in performance management. By utilizing data analytics and incorporating IMS, these systems enable organizations to track key performance indicators (KPIs) for both individuals and teams. This capability helps identify areas of underperformance and creates feedback mechanisms that can be acted upon. The shift to data-driven performance management reduces biases in evaluations, improves the accuracy of assessments, and leads to better alignment between individual and organizational goals. Organizations that have adopted IMS-integrated HRPIMS report better employee engagement, improved productivity, and more effective alignment of goals across various levels of the company. Additionally, the ability to monitor real-time data and apply predictive analytics greatly enhances HR decision-making processes [4][7].

The integration of AI and machine learning into HRPIMS represents a notable step forward in HR technology. AI is now commonly used to automate HR tasks such as resume screening, interview scheduling, and predicting employee performance based on behavioral data. AI-powered systems can also analyze employee engagement surveys to detect signs of dissatisfaction or burnout, enabling HR departments to take proactive steps to address these issues. These features, powered by IMS, help organizations improve employee retention, enhance workforce planning, and facilitate employee development. Furthermore, IMS ensures more accurate data and better predictive analytics, providing HR departments with deeper insights into employee behavior and engagement trends over time [3][6].

Despite these advantages, the adoption of HRPIMS integrated with IMS presents several challenges. Many organizations face resistance to change, a lack of data literacy, and concerns related to surveillance and privacy, especially since these systems manage sensitive employee information. In China, these challenges are amplified by the traditional hierarchical structures that dominate many organizations, slowing decision-making processes and limiting decentralization. The integration of IMS requires HR departments to embrace decentralized decision-making and new data engagement strategies. Moreover, evolving regulatory frameworks, such as the Personal Information Protection Law (PIPL), add complexity to the implementation process, as organizations must ensure compliance with strict data privacy laws [2]. These factors can reduce the acceptance of IMS-integrated HRPIMS, hinder transparency in feedback systems, and limit the effectiveness of data-driven HR models.

Cultural factors also have a significant influence on the success of HRPIMS in Chinese organizations. In China, decision-making is often centralized, and there may be resistance to transparency in performance evaluations. Additionally, many companies still rely on outdated HR systems or manual processes that do not align with the decentralized and adaptive nature of AI-driven HR platforms. This misalignment creates technical and cultural barriers to system integration, highlighting the need for a more localized approach to both system design and implementation. IMS integration can help address these challenges by providing real-time data that enhances decision-making processes and improves organizational flexibility [5][6].

The integration of IMS into HRPIMS has been shown to streamline HR functions by improving data accuracy, enhancing predictive capabilities, and refining decision-making in HR operations.

Recent studies emphasize the role of IMS in ensuring a smooth flow of information across HR systems, facilitating both operational efficiency and more informed strategic decisions. Data-driven HR analytics, enabled by IMS, significantly improve decision-making by offering deeper insights into talent management, employee engagement, and organizational performance. Additionally, IMS helps boost HR operational efficiency and ensures that HR decisions align with broader organizational goals [4].

However, significant gaps remain in the literature regarding IMS-integrated HRPIMS. First, there is a limited focus on the institutional, regulatory, and cultural factors that influence the adoption and effectiveness of these systems in Chinese organizations. Much of the existing research is based on Western models, which may not fully apply to the Chinese context, where centralized decision-making and high-power distance is prevalent [8]. As such, understanding how IMS-integrated HRPIMS can be adapted to suit the unique characteristics of Chinese organizations is crucial. Another challenge is the integration of legacy systems with HRPIMS. Although much research addresses the theoretical potential of these systems, there is limited exploration of the practical challenges organizations face when integrating them with existing infrastructure, particularly in mid-sized Chinese companies with limited IT resources and inadequate change management frameworks [7].

Moreover, there is a noticeable absence of longitudinal studies on the long-term impact of IMS-integrated HRPIMS on employee engagement, organizational performance, and company culture. Many existing studies focus on short-term results, such as system adoption rates or early-stage success in pilot programs. To truly understand the sustained impact of these systems on employee satisfaction, organizational decision-making, and overall performance, longitudinal research is essential. Such studies will provide a deeper understanding of the long-term effects of IMS-integrated HRPIMS and guide organizations in refining their HR technology strategies to ensure long-term success [9].

In conclusion, while IMS-integrated HRPIMS hold significant potential for transforming human resource management within Chinese organizations, there are several critical gaps in the literature. These include the need for more research on the cultural and institutional factors that influence the adoption of these systems, the challenges associated with integrating them with legacy systems, and the absence of long-term studies that measure their sustained impact. Addressing these gaps will provide valuable insights into how IMS-powered HRPIMS can be optimized for greater efficiency and effectiveness, ultimately contributing to better workforce management and long-term business success in China. Future research should focus on these areas to develop a more comprehensive understanding of how IMS-integrated HRPIMS can be adapted to meet the needs of Chinese enterprises in the digital age.

3. Research Methdolgy

This study utilizes a qualitative approach to examine the integration of Information Management Systems (IMS) within Human Resource Performance Information Management Systems (HRPIMS) in Chinese organizations. A qualitative method is chosen because it is well-suited for exploring the complex issues and opportunities that organizations encounter when adopting IMS in their HR systems. By focusing on secondary data sources, the study aims to analyze how IMS-driven HRPIMS are implemented and refined within Chinese enterprises, particularly with regard to their influence on HR decision-making, performance management, and employee engagement

3.1. Research Design

The research adopts an exploratory qualitative design, employing case studies to understand how organizations that have integrated IMS-driven HRPIMS experience the process. Case studies offer an in-depth perspective on the application of IMS within HR systems across various industries in China. This design allows for a comprehensive analysis of how IMS integration enhances the functionality of HR processes, such as performance management, recruitment, and employee development. By

examining real-world applications, the research will explore both the successes and challenges faced by organizations in implementing these systems.

3.2. Data Collection

Secondary data sources will form the basis of this study, including academic journal articles, industry reports, company case studies, and government publications. These sources are valuable for providing insights into current trends, challenges, and best practices related to IMS integration in HRPIMS within Chinese organizations.

Initially, academic articles from peer-reviewed journals will be examined. These articles will focus on the role of IMS-driven HRPIMS and the incorporation of data management technologies in HR systems. The academic literature provides a critical perspective on how digitalization and global trends have impacted HR management practices, which is essential for understanding the evolving role of IMS in enhancing HR functions [10]. Next, industry reports from major consulting firms such as Deloitte, PwC, and McKinsey will be reviewed. These reports offer insights into broader trends in HR technology adoption, including the implementation of IMS-driven HRPIMS in Chinese organizations [11]. The consulting reports, particularly those focused on human capital and digital transformation, will provide essential data on the state of HR technology in China and its impact on organizational performance. Additionally, company case studies will be analyzed. These case studies will focus on Chinese organizations that have implemented IMS-driven HRPIMS, providing valuable examples of how these systems are deployed in the context of local culture, regulations, and business practices. Case studies will highlight specific challenges and outcomes of IMS integration and offer insights into the organizational strategies that contribute to successful implementation [12]. Finally, relevant government publications and regulatory documents, particularly the Personal Information Protection Law (PIPL), will be reviewed. Since IMS involves handling sensitive employee data, understanding the regulatory framework surrounding data protection is critical. The implications of data protection laws on HR systems and their influence on decision-making processes in Chinese organizations will be central to this analysis [5].

3.3. Data Analysis

Thematic analysis will be employed to analyze the collected data. This qualitative method is ideal for identifying and interpreting key patterns or themes that emerge from the data. The goal of this analysis is to explore the challenges and benefits of IMS integration within HRPIMS, as well as to understand how these systems influence HR practices in Chinese organizations.

The analysis will begin with a thorough review of all collected documents, including journal articles, industry reports, and case studies. This familiarization process will help identify the main topics and issues related to IMS-driven HRPIMS. This step is crucial for understanding the various aspects of IMS integration, such as challenges with technology, employee engagement, and regulatory compliance. Next, initial coding will take place. Key concepts and patterns will be identified and labeled. The coding process will focus on recurring themes like "challenges of IMS integration," "impact on employee engagement," and "regulatory compliance." This step will help organize the data into manageable units, making it easier to identify broader patterns. After initial coding, the data will be grouped into larger themes. For example, themes could emerge around the impact of IMS on employee performance, the role of AI in HR processes, and the regulatory barriers in China. Grouping data into themes will highlight relationships and connections across different aspects of IMS-HRPIMS integration.

Finally, the themes will be analyzed and interpreted in relation to existing literature. The aim is to compare the findings from the case studies with global research on IMS integration and HR technology adoption. By doing this, the study will contextualize the results within the broader research landscape, identifying both commonalities and differences between the experiences of Chinese organizations and those in other regions. The findings will then be synthesized to draw

meaningful conclusions about the benefits, challenges, and strategic implications of IMS-driven HRPIMS in China.

3.4. Ethical Considerations

Since the study relies on secondary data, ethical considerations include ensuring proper citation of all sources and respecting intellectual property rights. All sources will be accurately referenced, and no confidential or proprietary information will be used without proper authorization. The study will also ensure that all data used is publicly available and adheres to ethical standards in research.

By utilizing secondary data and applying thematic analysis, this research will offer valuable insights into the integration of IMS within HRPIMS in Chinese organizations. Through the review of reputable industry reports, case studies, and academic literature, the research aims to provide actionable recommendations for the adoption of IMS-driven HR systems and their effect on HR functions such as performance management and employee engagement in China.

4. Analysis and Discussion

This section presents the results from the thematic analysis of secondary data collected for the study on the integration of IMS-driven HRPIMS in Chinese organizations. The analysis is structured into four key sections: Coding and Theme Development, Theme Frequency Visualization, Theme Breakdown, and Discussion of Results, focusing on the impact of IMS integration on HR practices, challenges, and outcomes in human resource management.

4.1. Coding and Theme Development

The thematic analysis began with a detailed review of the secondary data from sources such as academic articles, case studies, and industry reports. This review helped identify codes representing recurring themes related to IMS-driven HRPIMS adoption. These codes in Table 1 were then grouped into broader themes that reflect the main areas of focus in IMS integration within HR systems.

Table 1. Coding and theme Development Analysis

Code	Theme	Frequency
IMS Integration Challenges	Technological, organizational, and cultural challenges in adopting IMS.	10
AI in HRPIMS	Use of AI in automating HR processes.	15
Employee Performance Management	Role of IMS in tracking and improving performance.	20
Regulatory Compliance Issues	Data privacy and compliance with local laws.	8
Employee Engagement	Impact of IMS on employee motivation and involvement.	12
HR Decision-making	Influence of IMS on HR strategic decisions.	18

From Table 1, it is evident that Employee Performance Management and HR Decision-making emerged as the most prominent themes, indicating the significant impact of IMS-driven HRPIMS on both operational and strategic aspects of HR management. The use of AI in HRPIMS also stood out as a key factor in enhancing HR process efficiency. Challenges like IMS integration and regulatory compliance were noted less frequently, suggesting that these obstacles may be managed more effectively after IMS systems are fully integrated.

4.2. Theme Frequency Analysis for IMS-driven HRPIMS Integration

To further clarify the significance of each theme, the following bar chart presented in Figure 1 depicts the frequency of the identified themes during the IMS integration process in HRPIMS. The

chart offers a clear, visual representation of the emphasis placed on each area during the integration of IMS into HRPIMS.

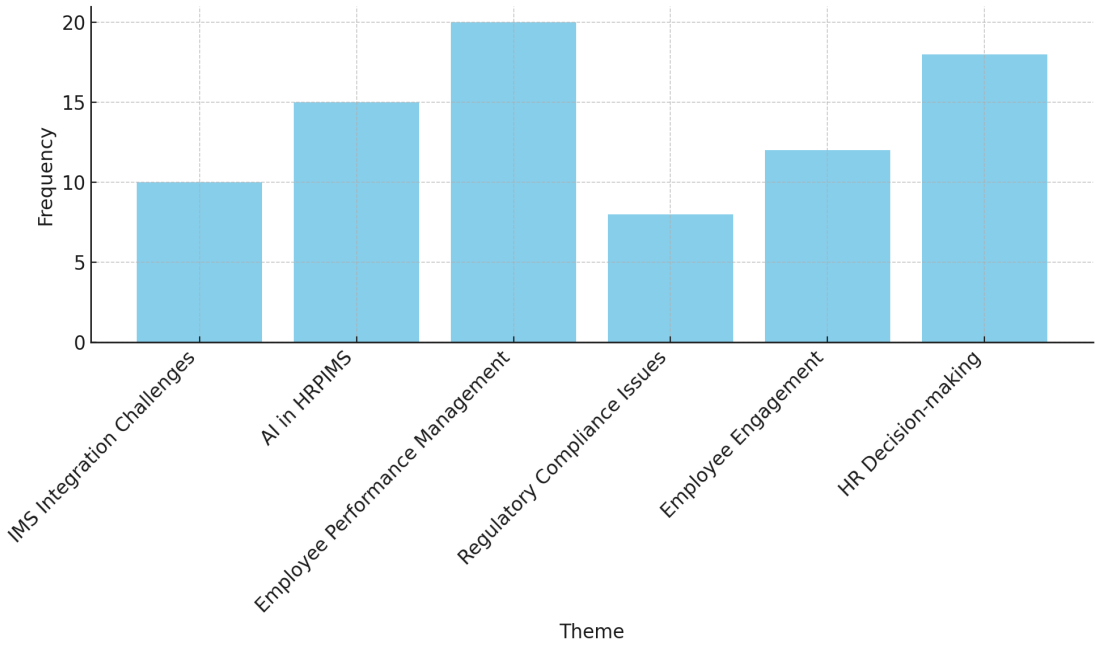

Fig. 1 Theme Frequency Analysis

The bar chart in Figure 1 shows the frequency of various themes identified in the IMS integration process within HRPIMS. It reveals that Employee Performance Management and HR Decision-making are the most prominent themes, emphasizing the strong influence of IMS-driven HRPIMS on improving HR decision-making and performance monitoring. The role of AI in HRPIMS also stands out, underscoring the importance of AI in enhancing HR efficiency.

4.3. Theme Breakdown: Information Management System Components in HRPIMS

In addition to examining HR practices, the research investigates the specific components of IMS that contribute to optimizing HRPIMS. IMS is crucial for enabling real-time analytics, predictive modeling, and data-driven decision-making. The following pie chart (Figure 2) provides an overview of the key components of IMS within HRPIMS, showing how these elements contribute to optimizing HR functions.

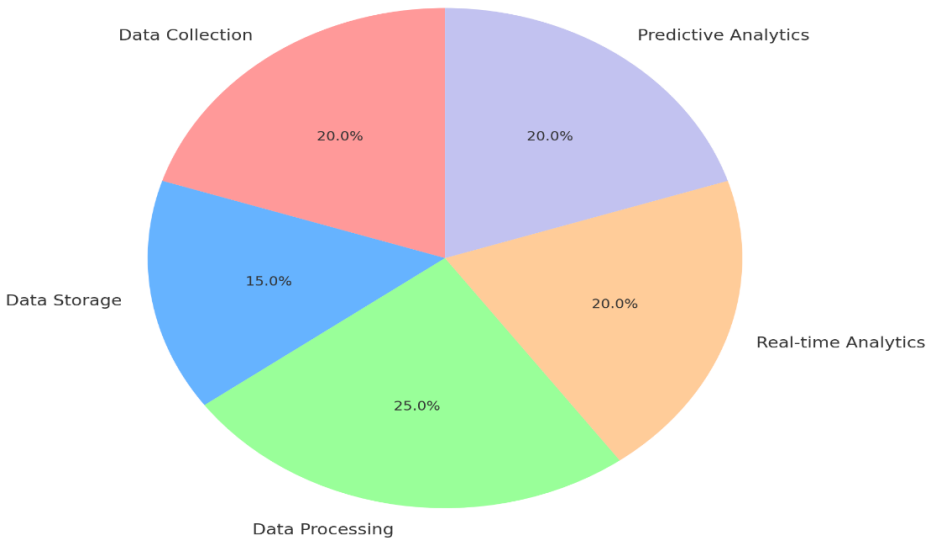

Fig. 2 Breakdown of Information Management System Components

Figure 2 shows a breakdown of the IMS components within HRPIMS, highlighting their individual contributions to optimizing HR functions. The largest portion of the chart represents data processing and real-time analytics, which are essential in transforming HR data into actionable insights for decision-making.

4.4. Discussion

The integration of IMS into HRPIMS offers several advantages for Chinese organizations looking to enhance their HR capabilities. The findings indicate that IMS-driven HRPIMS significantly improve employee performance management and HR decision-making, with AI and predictive analytics playing a central role. These technologies enable HR departments to shift from reactive to proactive management, providing early insights that address performance issues before they escalate.

Despite the advantages, the study also reveals several challenges. IMS integration faces obstacles such as technological limitations, cultural resistance, and regulatory concerns related to data privacy. However, the analysis suggests that these barriers can be overcome once the IMS system is fully implemented. Additionally, regulatory compliance, particularly with data privacy laws like the PIPL, remains a critical concern during IMS adoption. Chinese organizations must navigate these complexities while balancing the need for data-driven decision-making with protecting employee privacy.

In conclusion, IMS-driven HRPIMS provide substantial benefits to Chinese organizations, especially in performance management and decision-making. However, to fully leverage the advantages of these systems, organizations must address the integration challenges, data privacy concerns, and cultural resistance. Future research should focus on optimizing IMS to improve long-term HR outcomes and organizational success.

5. Conclusion

This study explores the integration of Information Management Systems (IMS) within Human Resource Performance Information Management Systems (HRPIMS) in Chinese organizations, providing valuable insights into the role of IMS in improving HR practices, particularly in areas such as employee performance management, decision-making, and employee engagement. The research demonstrates how the incorporation of IMS into HRPIMS enhances HR efficiency and supports strategic decision-making, highlighting their importance for organizations aiming to optimize workforce management. Through the analysis of secondary data, this study identifies key themes related to the benefits and challenges of adopting IMS-driven HRPIMS.

5.1. Theoretical Contributions

This research makes a theoretical contribution by examining the integration of IMS within HRPIMS, specifically within the Chinese context. Although much of the existing research has focused on HRIS and HRPIMS, the intersection of IMS and HRPIMS, particularly in non-Western contexts, has received limited attention. This study fills this gap by highlighting how IMS enhances data management capabilities, which in turn strengthens HR decision-making, employee performance monitoring, and employee engagement.

Moreover, this study broadens the theoretical framework for HR technology adoption by exploring how IMS integration can streamline HR processes, improve data accuracy, and support strategic HR decisions. By analyzing secondary data, this research adds new knowledge to the existing body of literature on HR technology, offering a deeper understanding of the effectiveness of data-driven HR systems. The study also identifies unique challenges faced by Chinese organizations, such as cultural resistance, hierarchical structures, and regulatory barriers, which play a significant role in the success or failure of IMS-driven HRPIMS adoption.

This research offers new perspectives on how IMS functions as an enabler for HRPIMS and contributes to the evolving landscape of HR systems in China. The findings emphasize the vital role

that data-driven HR systems play in improving organizational effectiveness and enhancing HR practices. As digital transformation continues to gain momentum across industries, the insights derived from this study are valuable for understanding the future of HR systems and their integration with broader digital infrastructures.

5.2. Practical Contributions

From a managerial standpoint, this research offers practical guidance for HR professionals and organizational leaders on the strategic incorporation of IMS into HRPIMS. The findings emphasize the importance of leveraging data management technologies such as AI, predictive analytics, and real-time data processing to optimize key HR functions. Managers should recognize the potential of IMS to improve employee performance management, boost employee engagement, and enable more informed decision-making in HR processes.

The study also highlights the challenges that organizations face during IMS integration, including technological limitations, data governance issues, and regulatory compliance concerns. To overcome these challenges, managers should prioritize effective change management strategies, provide comprehensive training for HR staff, and ensure that IMS systems comply with data privacy laws like China's Personal Information Protection Law (PIPL). Additionally, addressing cultural resistance to data-driven HR systems through clear communication and employee involvement is essential to demonstrating the value of IMS integration for both employees and organizations.

This research provides practical recommendations for organizations looking to implement or optimize their IMS-driven HRPIMS. HR managers should focus on aligning IMS with organizational goals, investing in the necessary technology infrastructure, and fostering a culture of innovation and openness to digital transformation. By prioritizing data-driven decision-making and real-time performance monitoring, HR professionals can enhance organizational effectiveness and improve workforce productivity.

5.3. Limitations and Suggestions for Future Research

This study provides valuable insights into the integration of IMS within HRPIMS, but there are some limitations. First, the research relies on secondary data, which may restrict the breadth of findings and could introduce biases due to the use of existing literature. The lack of primary data collection means the insights are based on published research rather than firsthand accounts from HR professionals directly involved in IMS implementation. Second, the focus on Chinese organizations may limit the applicability of the findings to other cultural or regulatory environments. While China's regulatory and cultural context is crucial in shaping IMS integration, these findings may not directly translate to countries with different labor laws or organizational structures.

Additionally, the study does not examine the long-term effects of IMS-driven HRPIMS on employee well-being, organizational culture, or sustained HR outcomes. Future research should conduct longitudinal studies to evaluate the lasting impact of these systems on employee satisfaction and organizational success. Future studies could also explore comparative research between IMS integration in Western and non-Western organizations to understand how cultural and regulatory differences influence adoption. Moreover, research based on primary data from HR professionals involved in IMS-driven HRPIMS implementation would offer deeper insights into the practical challenges and benefits of these systems. Lastly, further research is needed to explore the ethical implications of AI and predictive analytics in HR systems, especially concerning employee privacy and decision-making biases. Understanding these ethical concerns is essential as IMS-driven HRPIMS become more widely adopted.

In conclusion, this research offers valuable insights into the integration of IMS-driven HRPIMS in Chinese organizations, contributing to both theoretical and practical understanding of HR technology adoption. Despite being limited by its reliance on secondary data and focus on China, it provides a foundation for future studies on IMS integration and the optimization of HR systems.

References

[1] 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.

[2] Xu, D., Tu, T., & Xiao, X. (2022). Talking about the innovative application of big data in enterprise human resources performance management. Mathematical Problems in Engineering, 2022(1), 4047508.

[3] Hui, C., & Qingli, L. (2024). Innovative applications of big data in human resource management in the era of big data. Journal of Human Resource Develoment, 6(1), 9-18.

[4] Mahmood, S., bin Abdul Hamid, K., & Badlishah, S. B. (2021). The effect of human resource management practices on employee performance. Turkish Journal of Computer and Mathematics Education, 12(3), 2900-2911.

[5] Liu, Y. (2025). The Law of Data-driven on Employee Growth in Enterprise Human Resource Management in the Era of Digital Transformation. Journal of Information & Knowledge Management, 24(01), 2450103.

[6] Zhang, Z. (2023). The HRM Model Based on Competency Model in the Context of New Age Intelligence. Wireless Communications and Mobile Computing, 2023(1), 6030183.

[7] Zhang, X., Lin, Z., Liu, Y., Chen, X., & Liu, D. M. (2020). How do human resource management practices affect employee well-being? A mediated moderation model. Employee Relations: The International Journal, 42(4), 903-919.

[8] Barney, Jay B., David J. Ketchen Jr, and Mike Wright. "Resource-based theory and the value creation framework." Journal of Management 47.7 (2021): 1936-1955.

[9] Cropanzano, R., Anthony, E. L., Daniels, S. R., and Hall, A. V. (2017). Social exchange theory: a critical review with theoretical remedies. Acad. Manag. Ann. 11, 479–516.

[10] Bieliaieva, N (2023). Impact Of Global Changes and Digitalization on Human Resource Management System. Moderní Věda, 5.

[11] Farinha-Lloyd, M., & Doyle-Went, J. (2016). Digital HR can curb the technology curse: technology-digital transformation. HR Future, 2016(09), 38-39Zhu, C. J. (2004). Human resource management in China: Past, current and future HR practices in the industrial sector. Routledge.

[12] Zhu, C. J. (2004). Human resource management in China: Past, current and future HR practices in the industrial sector. Routledge.