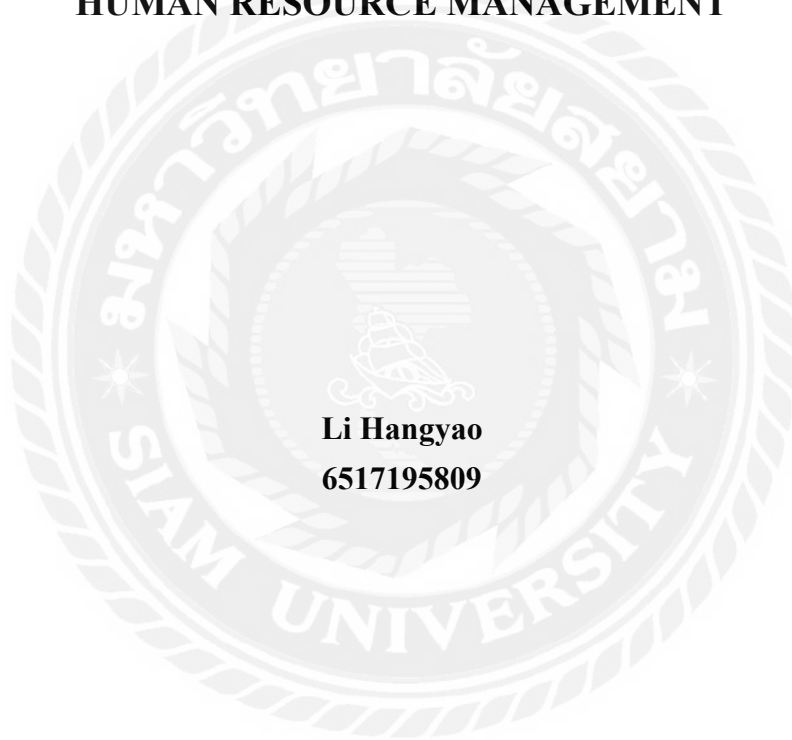




**THE INFLUENCE OF THE INTEGRATED PLATFORM ON
HUMAN RESOURCE MANAGEMENT**



**Li Hangyao
6517195809**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2024



THE INFLUENCE OF THE INTEGRATED PLATFORM ON HUMAN RESOURCE MANAGEMENT

Li Hangyao

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

Advisor..... Ma Yu

(Dr. Ma Yu)

Date: 30 / 10 / 2564

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business

Date..... 4 / 2 / 2565

Title: The Influence of the Integrated Platform on Human Resource Management
Researcher: Li Hangyao
Degree: Master of Business Administration
Major: International Business Management

Advisor: Ma Yu
(Dr. Ma Yu)

..... 20 / 10 / 2024

ABSTRACT

How digital platforms affect the effectiveness of human resource decisions has become one of the focus of academic and practice fields. This study examined BEISEN iTalentX, a human resource management digital platform, which helps medium and large enterprises to improve HR efficiency.

There were two objective: 1) To analyze the situation of BEISEN iTalentX; 2) To analyze the effectiveness of the human resource management decision-making process of BEISEN iTalentX through the 3Ps Model (People, Process, Physical Evidence).

This study conducted a qualitative analysis, based on the 3Ps human resource management theory and the 3Ps model to explore the effectiveness of the human resource management decision-making process of Beisen iTalentX. A total of 55 interviewees participated in the the study.

This study found that: 1) BEISEN iTalentX lacks an effective decision support system and cannot provide comprehensive and real-time data analysis and decision-making suggestions for human resource managers; 2) By adopting the 3Ps Model (People, Process, Physical Evidence), the platform can provide detailed reports and predictive analysis through powerful data analysis functions to help human resource managers make more accurate decisions, including employee performance analysis, recruitment evaluation, to improve the effectiveness of the human resource management decision-making process.

This study confirmed the advantages of digital platforms in process management and intelligent resource allocation, and found that BEISEN iTalentX follows best

practices in recruitment, performance evaluation, and talent development to ensure effective HR management. To improve the system, the following steps are suggested: enhance data and people capabilities, set up a comprehensive HR data platform, improve payroll accuracy and transparency, strengthen management of HR data, and establish an active digital talent system.

Keywords: digital platform, human resource management, 3Ps model



ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor for his invaluable guidance, support, and encouragement throughout my Independent Study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His mentorship has not only enhanced my skills but also inspired me to strive for excellence in all my endeavors.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



Li Hangyao

DECLARATION

I, *Li Hangyao*, hereby declare that this Independent Study entitled “*The influence of the integrated platform on human resource management*” is an original work and has never been submitted to any academic institution for a degree.



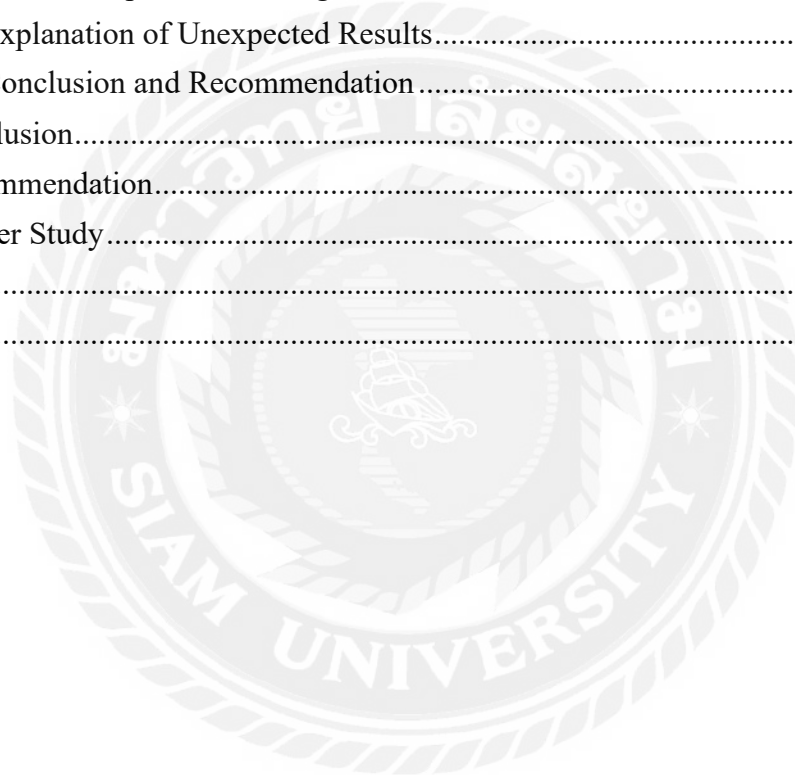
(Li Hangyao)

Sep 9, 2024

CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT	III
DECLARATION	IV
CONTENTS.....	V
LIST OF TABLES	VII
LIST OF FIGURES	VIII
Chapter 1 Introduction	1
1.1 Background of the Study.....	1
1.2 Questions of the Study	3
1.3 Objectives of the Study	5
1.4 Scope of the Study.....	5
1.5 Significance of the Study	5
1.5.1 Theoretical Significance	5
1.5.2 Practical Significance	6
1.6 Definition of Key Terms	6
Chapter 2 Literature Review	8
2.1 Introduction	8
2.2 Characteristics and Development Trends of Digital Concepts	8
2.3 Status Quo of Human Resource Management	9
2.4 Digital Optimization of HR Efficiency	11
2.5 3Ps Model.....	12
2.6 3Ps Human Resource Management Theory	12
2.7 Overview of BEISEN iTalentX.....	13
2.8 Conceptual Framework	14
Chapter 3 Research Methodology	15
3.1 Research Design.....	15
3.2 Research Instrument Design.....	15
3.3 Population and Sample.....	16
3.4 Data Collection.....	17
3.5 Data Analysis	17
Chapter 4 Findings and Discussion.....	18
4.1 Findings.....	18
4.1.1 Demographic Characteristics of Participants	18

4.1.2 Analysis of Interview Data on BEISEN iTalentX.....	19
4.1.3 Evaluation of Decision Effectiveness of BEISEN iTalentX	21
4.2 Situation Analysis of BEISEN iTalentX.....	22
4.2.1 Integrated HR Management.....	22
4.2.2 Integration of Employee Experience	22
4.2.3 Data-Driven Intelligent Decision-Making.....	22
4.2.4 Integrated Platform Supports of Business Development.....	23
4.2.5 Market Impact and Innovation	23
4.3 Discussion	23
4.3.1 Interpretation of the Findings	23
4.3.2 Relationship of the Findings to Previous Research	24
4.3.3 Explanation of Unexpected Results.....	25
Chapter 5 Conclusion and Recommendation	27
5.1 Conclusion.....	27
5.2 Recommendation.....	27
5.3 Further Study.....	29
References.....	31
Appendix.....	34



LIST OF TABLES

Table 3.1 Interview Design.....	15
Table 4.1 Sample Gender Analysis.....	18
Table 4.2 Sample Age Analysis.....	18
Table 4.3 Interview Data Related to Evaluation of Decision-Making Effectiveness ..	21



LIST OF FIGURES

Figure 2.1 Conceptual Framework 14



Chapter 1 Introduction

1.1 Background of the Study

With the rapid development of information technology and the deepening of digital transformation, the role of digital platform in enterprise management is becoming increasingly significant. Especially in the field of human resource management, how digital platforms influence and improve the effectiveness of decision-making, has become a research hotspot in the academic and practical fields (AlHamad et al., 2022). Human resource decision-making is critical to the success of an organization, and the introduction of digital platforms may profoundly alter the decision-making process and outcomes. However, the current theoretical framework and empirical research on how digital platforms accurately affect the effectiveness of human resource decision-making are still limited, especially the lack of targeted in-depth discussion and systematic analysis. One of the primary issues is the lack of targeted, in-depth discussions that are essential for understanding the complex dynamics of human resource management. Decision-making in HR often relies on broad or generalized data, which may not fully capture the nuanced needs and unique challenges faced by different organizational contexts.

Moreover, there is a notable deficiency in systematic analysis within the HR decision-making framework. Many organizations and platforms do not employ a structured approach to analyze human resource data comprehensively. This absence of a methodical framework leads to decisions that may be less informed and less effective, as they fail to integrate all relevant factors and variables.

The current limitations also include a tendency to overlook the integration of advanced theoretical frameworks and models, which could provide valuable insights and enhance decision-making accuracy. For instance, the application of established theories like the 3Ps model (People, Process, Physical Evidence) can offer a more structured perspective and help in addressing specific HR issues more effectively.

In the era of big data, all Chinese enterprises have begun to transform into digital transformation. Data has become an indispensable factor of production, intangible assets and precious social wealth. How to make better use of data has become the key to digital transformation (Cennamo, 2021). The Chinese government adheres to the

digital development orientation, gives full play to the advantages of China's massive data, and helps qualified enterprises to establish an integrated digital platform. According to the relevant data of white Paper on The Development of China's Digital Economy, China's digital economy will remain vigorously in 2020, with the overall scale reaching 39.2 trillion yuan, accounting for 38.6% of GDP, among which the scale of digital industrialization reached 7.5 trillion yuan, accounting for 7.3% of GDP; the industrial digital scale reached 31.7 trillion yuan, accounting for 31.2% of GDP (Benlian et al., 2018). Facing the requirements of the new era, promoting digital transformation has become an important part of enterprise operation and management activities. Digital transformation not only emphasizes the use of digital tools, technology and means to improve enterprise operation efficiency and efficiency, such as the use of artificial intelligence, big data, cloud computing, block chain and 5G digital technology to the enterprise, the core elements, digital management, also pay attention to promote technology, talent, capital resource allocation optimization to realize the internal systemic change, such as accelerating the restructuring of business processes, production mode to achieve the purpose of improving enterprise competitiveness, and create a new digital scene, value value-added to service sustainable development (Duggan et al., 2020). According to the international Data Corporation (IDC) report, in 2020, more than 67% of the world's top 1000 companies will take digital transformation as one of their core strategies, and more than 25% of manufacturers will generate more than 50% of their revenue from digital (Abdeldayem & Aldulaimi, 2020). From this point of view, promoting the digital transformation of enterprises has become an important work for the current development of enterprises.

In the process of digital transformation, enterprises will adopt different models and paths to promote and implement different functions and businesses according to their own foundation, development foundation, technical reserves, strategic intention, etc., and will form a variety of different forms and contents (Bonina et al., 2021). Among them, human resources are not only the core element of the sustainable growth and development of enterprises, but also the key to obtain competitiveness. Promoting the digital transformation of human resource management is an inevitable choice for enterprises to deal with the changes in the objective environment, and also an important cornerstone for enterprises to implement the digital transformation (Dahlbom et al., 2020).

At the same time, the digital transformation of human resource management is

an overall reform activity to explore and change the human resource management mode by giving full play to the advantages of digital technology and digital system, so as to enhance the competitiveness of enterprises (Duggan et al., 2020). Through the digital transformation, enterprises can collect and analyze a lot of data, understand the needs of employees and behavior, to better develop human resource management strategy and management measures, establish integration of digital platform also makes the enterprise can through artificial intelligence, intelligent recruitment and talent management, change the traditional way employees work, more scientific performance evaluation, also can predict the loss of staff risk, early talent reserve, etc., to help enterprises to better cope with the challenge of human resource management (Duggan et al., 2020). The establishment of an integrated digital platform will have a profound impact on corporate recruitment and human resource management. It can bring broader channels and more efficient ways for enterprises, change the ways and methods of human resource management, provide more data and information support, and help enterprises to make more scientific decisions (Chowdhury et al., 2023).

How digital platforms affect the effectiveness of human resource decisions has become one of the focus of academic and practice fields. BEISEN iTalentX as a typical case, its digital human resource management platform has a significant influence in improving the efficiency of human resource decision-making. However, there is a lack of systematic research to explore how digital platforms can influence and improve the process and effectiveness of human resource decision-making in practical application. Moreover, in the case of BEISEN iTalentX, the impact of digital platforms on human resource decisions highlights a significant shift in organizational processes. In modern tech companies, digital platforms are crucial because decision-making involves high-risk and rapidly changing scenarios that traditional top-down approaches can be difficult to handle. Therefore, by using BEISEN iTalentX as a case, this study aims to analyze how digital platforms support the subtle dynamics of enhanced human resource decision-making, which is critical for technology companies that strive to leverage digital innovation and leadership strategies for competitive advantage and continued growth.

1.2 Questions of the Study

At present, the research on the influence of digital platform on the efficiency of human resource decision points out that digital platform can significantly improve the processing speed and accuracy of human resource decision by providing real-time data and intelligent analysis function. For example, automated data collection and analysis tools can help decision-makers quickly access and analyze large amounts of data to accelerate the decision-making process (Fernandez & Gallardo-Gallardo, 2021). At the same time, the digital platform promotes the collaboration and communication between various departments and personnel within the organization. Through the integrated platform, the HR department can cooperate more efficiently with other departments to jointly solve the challenges and problems in human resource management and improve the overall efficiency. However, the introduction of digital platforms also faces some challenges, such as data security and employee privacy protection issues (Garg et al., 2022). Researchers and business managers need to work together to develop effective strategies and measures to address these challenges and ensure that digital platforms play an active role in HR decision-making.

To sum up, the role of digital platforms in the effectiveness of human resource decision-making is not only a matter of technology application, but also an important part of organizational management and strategic development (Gawer, 2022). The current research still needs to explore the specific influence mechanism of digital platforms on different types of decision-making, and how to maximize their potential in practical application and promote the innovation and progress of enterprise management. However, there is a clear gap in empirical studies that focus specifically on the effectiveness of decision-making in the technology industry (Abdeldayem & Aldulaimi, 2020). In this gap, there are many other companies in this industry. With the rapid development of the industry today, the company management gradually becomes chaotic, unable to keep up with the pace of innovation, and many companies are facing the collapse of the status quo. Therefore, there have two questions:

1. What is the situation of BEISEN iTalentX?
2. Does BEISEN's iTalentX comply with the requirements of the 3Ps Model (People, Process, Physical Evidence) in the process of making human resource management decisions?

1.3 Objectives of the Study

Specifically, the research objectives were :

- 1) To explore the situation of BEISEN iTalentX.
- 2) To examine the effectiveness of the human resource management decision-making process of BEISEN iTalentX by adopting the 3Ps Model (People, Process, Physical Evidence).

1.4 Scope of the Study

The scope of the study mainly focused on the digital platform for the human resources decisions. This study took BEISEN iTalentX as a case study. Through qualitative analysis using the 3Ps human resource management theory and the 3Ps Model, a total of 55 interviews were conducted to explore the effectiveness of the human resource management decision-making process of BEISEN iTalentX. The research subjects mainly included HR leaders, managers and employees of BEISEN iTalentX, covering different roles within the organization. This research approach intentionally excludes broader organizational influences or alternative technology strategies to keep the research framework focused.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study aims to explore the influence of digital platform on human resource decision making, especially in the application of talent development and welfare management. It is of great theoretical significance.

First, it helps to expand and deepen the theory of human resource management. Traditionally, human resource decision-making mainly depends on manual processing and traditional information system, and the intervention of digital platform has brought a new paradigm for human resource management. By analyzing how the digital platform supports talent development and welfare management, we can reveal the innovative impact of digital transformation on human resource decision-making, and further enrich the theoretical system of human resource management.

Secondly, from the perspective of the 3Ps human resource management theory, this study contributes to a deep understanding of the role and influence mechanisms of digital platforms within organizations. Digital platform is not only a technical tool, but also an important factor affecting organizational culture, employee behavior and decision-making process. By exploring how digital platforms affect the actual operation of human resource decision-making, especially in the face of technological progress and globalization challenges, this theoretical significance is particularly important.

In general, the theoretical significance of this study lies in revealing the specific role and mechanism of digital platform on human resource decision-making, which contributes to the academic circle to further explore the 3Ps Model (People, Process, Physical Evidence).

1.5.2 Practical Significance

This study aimed to fill the current academic and practical research gaps, and deeply explore the role mechanism and influencing factors of digital platforms in improving the effectiveness of human resource decision-making. This study takes BEISEN iTalentX as a case to explore the influence and mechanism of digital platform in HR decision-making effectiveness.

1.6 Definition of Key Terms

People: People refers to the process of evaluating and interpreting data and outcomes after a specific event or activity has been completed, and employee engagement. These platforms leverage data analytic, artificial intelligence, and other technologies to enhance human resource decision-making. In the context of human resource management, this typically involves examining the effectiveness and impact of implemented HR strategies or initiatives. In this study, people involves reviewing the outcomes of HR decisions and processes, such as the model of new policies or the use of digital platforms like BEISEN iTalentX. It aims to determine whether the intended goals are achieved, identify areas for improvement, and provide insights for future decision-making.

Process: Process is a systematic evaluation of an employee's job performance and

productivity over a specific period. This process usually involves assessing various aspects of an employee's work, including achievements, strengths, areas for improvement, and overall contribution to organizational goals. The study examines how process are conducted within the framework of digital HR platforms like BEISEN iTalentX. It explores how these platforms support or enhance the appraisal process, including the criteria used, the methods of evaluation, and the effectiveness of feedback mechanisms in improving employee performance.

Physical Evidence : Physical evidence refers to the process of managing and disbursing employee compensation, including salaries, wages, bonuses, and other financial benefits. This involves calculating the total pay, applying deductions (such as taxes and benefits), and ensuring accurate and timely payment to employees. This study investigates how physical evidence is managed through digital HR platforms like BEISEN iTalentX. It focuses on the efficiency and accuracy of payroll processing, the integration of payroll systems with other HR functions, and the impact of these systems on overall payroll management and employee satisfaction.

Human Resource Decision-Making Efficiency : It refers to the ability of human resource departments or professionals to make decisions in a timely, wise and strategic manner when managing human resource functions such as work force, development and compensation. Effectiveness is measured by the impact of these decisions on organizational goals and employee performance.

Chapter 2 Literature Review

2.1 Introduction

This chapter explores the characteristics and evolving trends of digital concepts, discussing how digitalization impacts various aspects of organizations. The focus is on the current state of HRM in the context of digital transformation, detailing how HR practices are adapting to technological advancements, and delves into established theories in HRM that underpin the study's theoretical framework, providing a foundation for understanding HR practices.

2.2 Characteristics and Development Trends of Digital Concepts

In 1995, the OECD discussed the development direction of the digital economy and pointed out the impetus of the Internet revolution, from the processing of one atom to the processing of digital information (Gigauri, 2020). With the rapid development of communication, network, database and other technologies, information and intelligence have had a profound impact on the development of economy, society and culture. With the emergence and development of new economy forms such as digital economy, digital resources, digital concept and digital management, digital economy has brought infinite possibilities and expectations to people.

In modern companies, human resource management is a very necessary work. With the development of enterprise informatization, it is also faced with the challenge and pressure of reform and innovation, and it is also a kind of opportunity and power to enable the power to break the situation. In order to better adapt to the digital transformation, human resource management should actively seek new changes, with the digital innovation concept, enable operation, innovation methods, improve efficiency, and actively explore the digital innovation of human resource management. At the same time, it can be carried out in-depth in the enterprise digital transformation strategy, establishing the enterprise-level human resources data platform, accelerating the intelligent transformation of human resource management, strengthening information management, and building and activating the enterprise digital talent system, so as to provide strong organizational guarantee and talent support for enterprises.

Since the 18th National Congress of the Communist Party of China, China has implemented the strategy of "digital economy" and launched a number of important policy documents, continuously promoting the development of new economic forms and new forms (Giermindl et al., 2022). In such an environment, the trend of digital transformation of enterprises is increasingly strong. In enterprises, human resource management is a very important work. To take the initiative to participate in the business reform, seek new changes, enterprise management, process optimization,

function optimization, to provide strong organizational and human resources support for the development of enterprises.

According to the White Paper on The Development of China's Digital Economy (2020) published by the China Institute of Information and Communications, China's GDP was 35.8 trillion yuan in 2019, up from 14.2 percent in 2005 to 36.2 percent in 2019, accounting for more than 50 percent of GDP between 2014 and 2019 (Hermes et al., 2020). The digital economy contributed 67.7 percent to GDP. Digital economy has become the core driving force to promote economic development, and is an important means to solve the current pressure of economic development. It plays an increasingly prominent role in the national economy. In the process of digital transformation, digital change and innovation is a digital change and innovation centered on knowledge and information, and gradually developed a new business model, connection mode and production mode. In the process of digitization, each organization should integrate digital resources, develop new products, new services, new processes and new business models, and realize digital innovation. Digital economy is a digital technology based on the modern information network, with digital technology as the core and modern information technology as the basis, which has realized the deep integration with the real economy. In such an environment, with the rapid changes of digital technologies, products, services and business models, the life of products is reduced, the competition among consumers is accelerated, and the "quantitative change" of business and business digitalization is brought about. The three characteristics are: discontinuity, unpredictable, and nonlinear growth (Imamov & Semenikhina, 2021). With the new round of popularity, the online business of enterprises has been developed rapidly, and the resumption of production of enterprises has also been paid some attention. The government and enterprises pay more attention to the application of digital concepts, digital methods and digital tools, and through digital technology to enhance the production vitality and sustainable development of enterprises.

2.3 Status Quo of Human Resource Management

Digital economy is the general trend in the new century. In the fierce market competition, human resource management, as an important part of the enterprise management system, we should actively think about their own positioning and change direction, looking for a new development path, so as to provide a strong impetus for the development of the company (Küpper et al., 2021). Human resource management is an important part of the work of the human resource management department. It exists in the form of management and functional departments. In today's digital economy, talent strategy has become an important part of the development of enterprises, and human resources are constantly being given new roles (Zhang & Chen, 2024). The purpose and value of the company is to integrate talent strategy into enterprise business strategy, participate in enterprise strategic management, serve as human resource optimization, organize restructuring, promote enterprise transformation, with enterprise strategic partners, and help the company to achieve the operation purpose of the company

(Lanzolla et al., 2020).

The information system of the enterprise will have new changes in the corporate culture, workplace, labor mix, labor relations and other aspects. In terms of the enterprise spirit of the enterprise, more attention will be paid to the work experience of employees, the organizational structure of the company will tend to be effective collaboration, and the management of human resources will focus on improving the digital technology of employees. In the working space, the workplace will not be limited by time and space, and the staff will get more autonomy, and the mobile phone office may be a new way of working. In the allocation of human resources, the use of digital technology, can make the simple repeated work and manual work manual work combined, therefore, improve the work efficiency of the work, and bring a lot of new work and opportunities. In terms of the labor relationship of employees, the company pays more and more attention to the coordinated development of employees and the sense of belonging and identity of employees to the company (Margherita, 2022). New ways of working, digital human resources, digital human resources, the utilization of human resources, the establishment of spiritual contracts, etc., will be a new topic.

For enterprises, digital transformation is a very complex process. In the process of digital transformation, people's understanding and understanding of digitalization is not enough. The first problem to be solved is how to achieve digital transformation. From the current process of digital technology driving enterprise change, it has a greater impact on products, processes and business models, but not on talent management. What is digitalization and what aspects should be carried out is a practical problem that has long troubled HR managers of enterprises. But in the practice of the enterprise, there are staff management difficulties, human resource management mode of single and insufficient innovation, HRIS construction, human resource management in human resource management work is not enough, human resource management personnel and enterprise psychological fit degree is low, the shortage of human resources management personnel and the contradiction between market supply and demand is prominent. The digital transformation of human resource management faces great challenges to the digital transformation of human resource management.

Therefore, it can be said that the emergence of big data technology has brought tremendous changes to the business analysis of enterprises, and also brought a rare strategic opportunity for enterprises to transform from the transformation of data-driven human resource management. With the change of the market and the personalized and diversified needs of the new generation of employees, the organizational structure of the company has gradually changed from the original hierarchical organizational structure to the highly authorized and flexible network, and at the same time is constantly changing the management mode of human resources (Rolland, Mathiassen, & Rai, 2018). Facing the new economy, new mode and new employees, new technology and new management mode are the important content of enterprise human resource management. Make the enterprise's technical force and intelligent cooperation can play, improve the work enthusiasm of employees. In the realization of digital human resources transformation, and the realization of information, automation is the key. Change the operation mode of human resource management, and use data to guide

employees' salary, welfare, performance management, employees' learning and development.

2.4 Digital Optimization of HR Efficiency

The digital age has put forward a new enlightenment for the development of HR ideas. At first, human resource management took "personnel management" as the goal to improve the efficiency of the work process, while the enterprise took "hard system" as the means to develop a set of system measures to restrict employees, whose content and form are relatively single (Sima et al., 2020). In today's informatization, while strengthening the role of employees, it is also actively promoting the human resource management strategy, improving the human resource management mechanism, enriching the human resource management and service means, and creating a personalized human resource environment (AlHamad et al., 2022). The concept of digitalization has changed the logic of human resource management, promoted the new concept from "people management" to "people-oriented", realized the two-way attraction, two-way infection and two-way trust of employees, and finally realized the diversified management (Cennamo, 2021). Alibaba's "nine axes" leadership system, Huawei's partners, HRCOE, HRSSC, JD 4S (fashion, fashion, speed), etc., are all the creative thinking practices of enterprise human resource management in the new era.

With the arrival of the information age, the management mode, process and operation mode of enterprises have changed, and technology, automation and intelligence are the inevitable trend. The enterprise human resource management mode will transform to big data management, and make full use of big data and other data processing technologies to collect and analyze all valuable information. And convert these data into business insights related to HRM, to guide the actual operation of HRM, and finally achieve the value of the enterprise (Chowdhury et al., 2023). At present, the existing research shows that China has entered the "3.0" era, the digitalization of human resources is through the use of digital technology to reconstruct the business process of enterprises, so that the organizational structure of enterprises has been optimized, therefore, the effect of the work has been improved (Tambe, Cappelli & Yakubovich, 2019). With science and technology empowerment as the core, the development of process, automation and intelligent human resources.

Generally speaking, the effectiveness of human capital refers to the production efficiency and value creation ability of human capital of enterprises. Human resource efficiency is an efficient and comprehensive use of human resources (Turulja & Bajgoric, 2018). Bring more value to the enterprise, and then enhance the internal competitiveness of the enterprise. From the perspective of human resource management, the HRM system with efficiency as the core is established to strengthen the construction of human resource management talent team. It is difficult to achieve the accuracy and visualization of the degree of performance evaluation, which is mainly reflected by the corporate culture, team atmosphere, performance changes, employee satisfaction, enterprise competitiveness and other aspects. The application of digital technology can

not only effectively solve the quantitative problem of human resource efficiency management, but also optimize the operation and integration of enterprises, make the human resource efficiency management of enterprises more intuitive, clear, systematic and comprehensive management, and improve the overall efficiency of the enterprise. In large multinational companies, the management of HRP will also strengthen the integration and management of the management system, as well as the internationalization of talent flow and talent and cross-cultural management.

2.5 3Ps Model

The 3Ps Model in compensation management, encompassing People, Process, Physical Evidence, offers a structured framework for aligning compensation strategies with organizational goals and employee performance (Dahlbom et al., 2020). This review synthesizes recent literature on the effectiveness of the 3Ps Model and its implications for employee performance, highlighting key insights and contributions from various studies. Ashraf (2020) explored the application of the 3Ps Model in compensation management. The research highlights how effectively integrating Pay, Position, and Person into compensation strategies can enhance employee motivation and performance. The study argues that aligning compensation with these three dimensions ensures fairness and relevance, which in turn improves employee satisfaction and productivity. Pawirosumarto et al. (2020) examined the impact of the 3Ps Model on job satisfaction and organizational performance. The authors find that a well-implemented 3Ps Model significantly boosts employee job satisfaction by ensuring that compensation is aligned with role expectations and individual contributions. This alignment contributes to better performance and enhances overall organizational effectiveness. Adhi (2021) revealed that the 3Ps Model's impact on company performance varies with the complexity and divergence of the organizational environment. For organizations with complex structures, the model facilitates clearer communication of compensation expectations and fosters a more motivated workforce. Rath and Mohanty (2016) integrated the 3Ps Model with career progression strategies. Their study highlights the importance of aligning compensation with career development opportunities. By using the 3Ps Model, organizations can better support employees' career growth, thereby enhancing their long-term engagement and performance. The 3Ps Model offers a robust framework for enhancing employee performance through fair and strategic compensation practices. Recent studies underscore the model's effectiveness in improving job satisfaction, motivation, and organizational performance. As organizations continue to refine their compensation strategies, integrating the principles of the 3Ps Model can play a crucial role in fostering a high-performance work environment.

2.6 3Ps Human Resource Management Theory

The 3Ps human resource management theory focuses on how to promote the organization to achieve strategic goals through optimal human resource allocation and management practices (Tuli et al., 2018). This includes how to use data analysis tools to optimize the recruitment process, personalized development path planning, etc. The research can explore the innovation of the digital platform in providing welfare management, and how to improve the response speed and personalized level of employee welfare through the digital platform, so as to enhance employee satisfaction and loyalty. The HRM theory can also help analyze the optimization effect of digital platforms as a decision support system (Votto et al., 2021). The management of the enterprise is conducted on the basis of the company's business strategy, including post management, salary management, performance management, relationship management and quality management. Digital empowerment can provide new means for the process of talent selection, use, education, evaluation and retention, so that the traditional human resource management mode can be updated scientifically.

In 2001, Dr. Lin Zeyan of the Chinese Academy of Labor and Social Security Sciences proposed the 3Ps management model of human resources for the first time from the perspective of core human resources technology in his monograph "3Ps Model: A Plan for Human Resources Management in Chinese Enterprises", namely People, Process and Physical Evidence. This model has been widely promoted in small and medium-sized enterprises across the country and has shown considerable vitality. In addition, due to the current limitations of personnel quality and material conditions in Chinese enterprises, it is impossible to carry out comprehensive and standardized human resource management for the purpose of reducing management costs (Turulja & Bajgoric, 2018). Therefore, the 3Ps human resource management model takes job analysis as the starting point, process as the center, and wage distribution as the result, and uses this as the main line to carry out and implement the human resource management activities of the enterprise.

2.7 Overview of BEISEN iTalentX

BEISEN iTalentX is a comprehensive human resource management platform designed for medium and large enterprises. This platform aims to improve the efficiency of HR functions, enhance the experience of employees, and provide managers with the tools they need to make informed decisions. By doing so, BEISEN iTalentX helps companies gain a competitive edge in managing talent and supports their overall business development.

One of the main features of BEISEN iTalentX is its ability to integrate various HR functions into a single system. This includes recruitment, performance management, employee development, and payroll processing. By centralizing these functions, the platform streamlines HR processes, making them more efficient and less time-consuming. This integration helps HR teams manage their tasks more effectively and reduces the risk of errors.

Another key feature of BEISEN iTalentX is its focus on improving the employee

experience. The platform provides tools for employees to easily access their personal information, track their performance, and engage in professional development activities. This self-service capability empowers employees by giving them more control over their own HR-related tasks and career growth.

For managers, BEISEN iTalentX offers advanced analytics and reporting tools. These tools provide valuable insights into employee performance, engagement, and other key metrics. Managers can use this information to make better decisions about talent management, such as identifying high performers, addressing areas for improvement, and planning career development opportunities.

Additionally, BEISEN iTalentX is designed to support business development by enhancing the talent competitive advantage of enterprises. By providing a comprehensive view of HR data and trends, the platform helps companies make strategic decisions about their workforce. This can lead to improved employee retention, better recruitment outcomes, and overall better alignment of human resources with business goals.

Therefore, BEISEN iTalentX is a powerful HR management tool that combines various HR functions into one platform, enhances the employee experience, and provides managers with the insights needed to make informed decisions. Its features support both the efficiency of HR operations and the strategic development of talent, ultimately helping businesses to thrive.

2.8 Conceptual Framework

The conceptual framework of this study is based on the 3Ps Human Resource Management Theory, which combines the rise of digital platforms to affect decision effectiveness.

The independent variables derived from this theory including: People, Process and Physical Evidence, as shown Figure 2.1

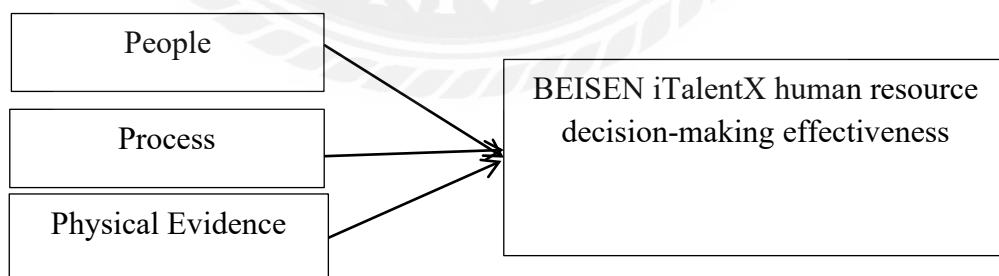


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This chapter outlines the methodology used in the research, focusing on the design, data collection, and analytical techniques employed to meet the research objectives. The study utilized the qualitative research method of interview. The interview was chosen to explore the relationship and impact of integrated digital HR platforms on human recourse management.

By applying the 3Ps Model (People, Process and Physical Evidence), the research aimed to create a foundational framework for analyzing how BEISEN iTalentX affects the effectiveness of human resource decision-making within the technology industry. This approach provides insights into the broader implications of digital platforms on HR practices and decision-making processes.

3.2 Research Instrument Design

By setting up focus groups and selecting 55 participants for interviews, the study used the qualitative research method to examine the impact of BEISEN iTalentX on human resource decision-making. The interview aimed at HR leaders, managers, and employees, covering diverse roles within the organization who participated in decision-making during critical transitions. Interviews questions were crafted to yield detailed responses, a design able to gather specific, quantifiable information to test content analysis and achieve research objectives.

Table 3.1 Interview Design

Category	Items	No.
People	How satisfied are you with the data presentation and reporting functions of the BEISEN iTalentX platform after employee performance analysis?	Q1
	Do the people reports provided by the platform help identify and solve problems in employee management?	Q2
	Deepening the industry-education integration, studying the “three-sharing” mechanism, and improving the quality of talent training.	Q3
	How do you think the BEISEN iTalentX platform performs in performance evaluation?	Q4

Process	Can the platform's performance evaluation module accurately reflect employees' actual work performance?	Q7
	When using the platform for performance evaluation, do you feel that the transparency and fairness of the evaluation results are guaranteed?	Q8
	Does the performance evaluation tool provided by the platform facilitate the formulation of targeted employee development plans?	Q9
Physical Evidence	Does the salary distribution function of the BEISEN iTalentX platform meet your needs?	Q10
	Can the platform ensure the accuracy and timeliness of salary distribution during the salary distribution process?	Q11
	Is the salary distribution report provided by the platform easy to understand and operate?	Q12
	Do you think the BEISEN iTalentX platform can support fair and reasonable salary distribution?	Q13
Human Resource Decision-Making Efficiency	How effectively does the BEISEN iTalentX digital platform support the identification and management of key personnel within the organization?"	Q14
	"To what extent does the BEISEN iTalentX digital platform assist in the development and enforcement of HR policies?"	Q15
	How well does the BEISEN iTalentX digital platform facilitate the model and monitoring of HR practices and procedures?"	Q16

3.3 Population and Sample

The population of this study was the employees of BEISEN iTalentX. Sampling was purposive and focused on individuals at different levels of the organization. Interviews covered diverse roles within the organization that play important roles in key decisions.

A total of 55 participants were interviewed. Through in-depth interviews, this study aimed to deeply explore the impact of digital platforms on the effectiveness of human resource decision-making, with a qualitative case study centered on BEISEN iTalentX.

3.4 Data Collection

Semi-structured interview were conducted with 55 participants to collect in-depth data of each participant's experiences and insights with BEISEN iTalentX. These interviews took place in convenient environments for the participants, allowing flexibility according to their preferences and availability. Each interaction was carefully recorded and transcribed for detailed analysis, capturing all nuances and details of the participants' responses. The process aimed to gather insights from various levels within the organization, ensuring a well-rounded perspective on the platform's impact and performance.

3.5 Data Analysis

In the study, interviews of participants of BEISEN iTalentX were first conducted to obtain feedback on the impact of the digital platform on HR decision efficacy. The qualitative scoring of the key statistical variables (People, Process and Physical Evidence) was made on the interview data.

By using descriptive statistics and content analysis, the study verified the 3Ps Model, and checked the relationship between the independent variables (People, Process and Physical Evidence) and the dependent variable (decision-making effectiveness). This approach helps to gather detailed insights and create a comprehensive overview of the organization's general landscape.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

Statistical variables in this study refer to the key concepts that were measured and analyzed through interviews with BEISEN iTalentX participants. These variables are essential for understanding how digital platforms influence and improve the efficiency of HR decision-making. The following Table 4.1 and Table 4.2 are description of the statistical variables used in this study:

Table 4.1 Sample Gender Analysis

		Frequency	Percentage
	Male	42	76.36%
	Female	13	23.64%
Total	55	100	100

Table 4.1 shows the gender analysis of the study sample of 55 participants. 76.36% (42) was male participants and 23.64% was female participants (13). The percentage reflects the proportion of each sex in the total sample. These data provide a clear overview of the male to female ratio in the study sample and help to understand the gender distribution of the sample.

Table 4.2 Sample Age Analysis

	Frequency	Percentage
Under 25 years old	1	1.82%
25-30 years old	14	25.45%
31-40 years old	29	52.73%
Over 40 years old	11	20.00%
Total	55	100

Table 4.2 provides an analysis of the age distribution of the study sample of 55 participants. Participants aged under 25 years accounts for 1,1.82% of the total sample, participants aged 25-30:(14) accounts for 25.45% of the total sample, participants aged 31-40: (29), accounts for 52.73% of the total sample, participants aged 40 years and above (11) accounts for 20.00% of the total sample. These data clearly demonstrate the distribution of the ages in the study sample, providing insight into the demographic characteristics of the participants.

4.1.2 Analysis of Interview Data on BEISEN iTalentX

1. People

Q1: How satisfied are you with the data presentation and reporting functions of the BEISEN iTalentX platform after employee performance analysis?

Analysis: Assess the level of satisfaction among users regarding how data is presented and reported. Look for comments on the clarity, comprehensiveness, and relevance of the reports. High satisfaction might indicate effective presentation, while dissatisfaction could point to areas needing improvement, such as interface usability or report customization.

Q2: Do the people reports provided by the platform help identify and solve problems in employee management?

Analysis: Determine if the reports are perceived as useful tools for identifying and addressing employee management issues. Positive responses suggest the reports are actionable and relevant. Negative or neutral responses might indicate that the reports are not sufficiently detailed or actionable.

Q3: Deepening the industry-education integration, studying the “three-sharing” mechanism, and improving the quality of talent training.

Analysis: This question is more strategic and broad. Evaluate how respondents perceive the platform's role in linking industry needs with educational outcomes and talent training. Look for insights into how the platform supports or hinders these integrations and improvements.

2. Process

Q4: How do you think the BEISEN iTalentX platform performs in performance evaluation?

Analysis: Examine overall impressions of the platform's performance evaluation capabilities. Strong positive feedback indicates that the platform effectively evaluates employee performance, while negative feedback suggests potential issues with evaluation criteria or processes.

Q7: Can the platform's performance evaluation module accurately reflect employees' actual work performance?

Analysis: Assess the accuracy of the performance evaluation module. If users feel it accurately reflects work performance, the platform likely employs reliable metrics and processes. If not, there may be concerns about bias, measurement tools, or data quality.

Q8: When using the platform for performance evaluation, do you feel that the transparency and fairness of the evaluation results are guaranteed?

Analysis: Evaluate perceptions of fairness and transparency. Positive responses suggest that the platform is perceived as equitable and transparent. Concerns or negative feedback might highlight issues with the evaluation process or results interpretation.

Q9: Does the performance evaluation tool provided by the platform facilitate the formulation of targeted employee development plans?

Analysis: Determine whether the performance evaluation tools help in creating specific development plans for employees. Positive feedback indicates that the tools are useful for personalizing development, while negative feedback may suggest a need for enhanced functionality or support.

3. Physical Evidence

Q10: Does the salary distribution function of the BEISEN iTalentX platform meet your needs?

Analysis: Examine satisfaction with the salary distribution function. Positive responses suggest that the function meets user needs, while negative responses may point to issues with the process or features.

Q11: Can the platform ensure the accuracy and timeliness of salary distribution during the salary distribution process?

Analysis: Assess whether the platform reliably manages salary distribution. Positive feedback indicates accuracy and timeliness, while negative responses might reveal problems in processing or delays.

Q12: Is the salary distribution report provided by the platform easy to understand and operate?

Analysis: Evaluate the usability of salary distribution reports. Positive responses suggest clear and user-friendly reports, while negative feedback may indicate the need for improvements in report design or clarity.

Q13: Do you think the BEISEN iTalentX platform can support fair and reasonable salary distribution?

Analysis: Determine perceptions of fairness in salary distribution. Positive feedback suggests that users trust the platform's ability to manage salaries equitably, while concerns may highlight issues with fairness or transparency.

4. Human Resources Decision-Making Efficiency

Q14: How effectively does BEISEN iTalentX support the identification and management of key personnel within the organization?

Analysis: Evaluate the platform's effectiveness in managing key personnel. Positive responses suggest that the platform supports strategic HR decisions effectively,

while negative feedback might point to limitations in identifying or managing key employees.

Q15: To what extent does BEISEN iTalentX assist in the development and enforcement of HR policies?

Analysis: Assess how well the platform supports HR policy development and enforcement. Positive feedback indicates strong support for HR processes, while negative responses may suggest challenges in policy management.

Q16: How well does BEISEN iTalentX facilitate the model and monitoring of HR practices and procedures?

Analysis: Examine the platform's role in modeling and monitoring HR practices. Positive feedback indicates effective facilitation, while negative feedback might highlight issues in tracking or managing HR practices.

In summary, the interview looks for patterns in the responses that indicate strengths and weaknesses of BEISEN iTalentX in the areas of people management, performance evaluation, salary distribution, and HR decision-making. High satisfaction levels and positive feedback typically suggest that the platform performs well in these areas, whereas negative feedback can pinpoint specific areas for improvement.

4.1.3 Evaluation of Decision Effectiveness of BEISEN iTalentX

The second aim of this study was to evaluate the effectiveness of the decision making process of BEISEN iTalentX. According to the interview, People: the average score was 4.0. This indicates high participants' overall satisfaction with the digital platform in terms of process management. Process within the organization: the average score was 3.9 points. This reflected the general recognition of participants of the Process, although the ratings was slightly lower than the satisfaction score of the digital platform process. Quality of the digital platform decision results: the average score was 3.7 points. This points to participants' overall perception of the quality of decision outcomes of the digital platform in supporting decision making. Physical Evidence: the average score is 4.1 points. This shows the participants' high evaluation of the Physical Evidence ability of the digital platform, indicating the positive impact of this function on the decision-making effect. These data provide practical feedback for research on how digital platforms influence the effectiveness of decision making. These scores served the in-depth analysis of the performance of digital platforms in different aspects, leading to a further understanding of their role and effect in human resource management.

Table 4.3 Interview Data Related to Evaluation of Decision-Making Effectiveness

Decision-making	Average score (5 points)
People	4.0
Process	3.9
Quality of the digital platform decision results	3.7
Physical Evidence	4.1

These results provided a profound perspective on the decision-making process of the BEISEN iTalentX, highlighting its advantages in satisfaction and timeliness, and the potential to further improve the quality of decision outcomes.

4.2 Situation Analysis of BEISEN iTalentX

4.2.1 Integrated HR Management

BEISEN iTalentX provides comprehensive HR management solutions, covering the full scenarios of business processes from recruitment, evaluation to personnel management, vacation management, salary management, to performance evaluation, succession plan, learning management and employee engagement survey. By standardizing human resource planning and related business processes, this study can stimulate the vitality of the organization, help enterprises to focus on business goals, and realize the comprehensive transformation of human resource management.

4.2.2 Integration of Employee Experience

BEISEN iTalentX is dedicated to creating an efficient, pleasant and warm employee experience. The platform is designed for the new generation of employees, covering PC and mobile terminals, providing convenient operation, beautiful design and intimate interaction. The social, gamification and Internet-based communication and interaction mode can make employees always feel the temperature of the organization in the process of work, and enhance their sense of participation and belonging.

4.2.3 Data-Driven Intelligent Decision-Making

BEISEN iTalentX is based on the integrated HRSaaS platform, equipped with powerful Ocean data analysis capabilities and human analysis solutions. Through preset index map, flexible configuration report and comprehensive theme analysis, combined with AI intelligent discovery and early warning function, intelligent decision-making is supported to help enterprises reshape the business influence of HR. Ultimately, BEISEN iTalentX supports intelligent decision-making, allowing enterprises to reshape their HR practices and amplify their overall business impact.

4.2.4 Integrated Platform Supports of Business Development

BEISEN iTalentX independently develops the cloud native integrated PaaS platform, which supports rapid upgrading and personalized customization, to meet the diversified management needs of enterprises in the rapid development. The open PaaS platform architecture supports [zero code] fast configuration and [low code] agile development, providing customized management solutions for enterprises, and helping the sustainable development of the main business.

4.2.5 Market Impact and Innovation

BEISEN iTalentX has been widely used in more than 6,000 medium and large enterprises in the Internet, finance, automobile, real estate, retail chain, manufacturing and central state-owned enterprises, including 70% of China's top 500 enterprises. More than 150,000 HR and 20 million corporate employees use BEISEN iTalentX every day, demonstrating its widespread recognition and influence within the industry. BEISEN iTalentX is committed to continuous innovation and maintains a leading position in the HR SaaS industry (AlHamad et al., 2022). The company will invest 25% or even more of its annual revenue in research and development, constantly improve the open PaaS platform, human resources theme BI analysis and AI data engine, make use of more than ten years of technology accumulation and huge database, continue to promote technological innovation, and provide customers with solid technical support and innovative solutions.

4.3 Discussion

4.3.1 Interpretation of the Findings

This lack of integration impacts the accuracy and timeliness of decision-making. Moreover, the platform may not fully meet the specific needs of different enterprises or industries, leading to functional mismatches and insufficient personalized support. Issues with system integration and compatibility with other enterprise systems, such as financial and production systems, further complicate seamless HR management. Additionally, the platform's data analysis capabilities might be inadequate, limiting its ability to provide valuable insights and predictions for HR decisions. The decision-making process is also affected by the absence of a robust decision support system, with insufficient automation leading to manual inefficiencies. Intelligent applications, such as AI-driven recruitment and performance evaluation, may not be fully developed, and users might not receive adequate training and support, hindering their ability to fully utilize the platform's features and diminishing overall HR management effectiveness.

The observed shortcomings in data integration and system compatibility are consistent with issues identified in earlier research, which emphasizes the challenge of

achieving seamless integration across various business functions. The analysis of the BEISEN iTalentX digital platform based on the 3Ps model regarding People, Process, and Physical Evidence reveals that all three factors play a crucial role in determining decision-making effectiveness. People's expertise, training, and organizational culture impact how effectively the platform is used. Efficient processes, automation, and decision support systems enhance the platform's ability to support informed decision-making. Physical evidence, including user interface design, system performance, and technical features, significantly influences the platform's effectiveness. The BEISEN iTalentX platform encounters several challenges related to data integration and management, which result in information silos where data from various HR modules is not effectively shared.

4.3.2 Relationship of the Findings to Previous Research

The findings align with previous research on the importance of data integration and decision support in HR management systems. Similar studies have highlighted the need for comprehensive data management and effective decision-making tools to improve HR efficiency and effectiveness. The effectiveness of decision-making in digital HR platforms like BEISEN iTalentX can be influenced by various factors. This analysis explored 3Ps Model regarding the platform's impact on decision-making effectiveness: the role of People, Process, and Physical Evidence. Here, this study related findings to previous studies to highlight how they corroborate or contrast with established knowledge in the field.

People: Previous research consistently emphasizes the role of user feedback in improving digital systems. For example, the work of Votto et al. (2021) underscored the value of iterative design and user-centered approaches in enhancing system functionality. This findings reflect this, as the ability of BEISEN iTalentX to adapt to user feedback and continuously improve its features aligns with the notion that iterative refinement based on user input leads to better decision-making support. And the influence of organizational culture and leadership on system effectiveness has been well-documented. Studies by Cennamo (2021) revealed that a supportive culture and strong leadership are crucial for the successful adoption and utilization of new technologies. This content analysis echoes these findings, demonstrating that a culture valuing data-driven decision-making and strong leadership contribute positively to the effective use of the BEISEN iTalentX.

Process: The importance of well-designed processes, including integration and automation, has been extensively studied. Research by Turulja & Bajgoric (2018) emphasized that effective process integration and automation enhance system efficiency and decision-making accuracy. This findings support these insights, showing that streamlined workflows and automation within the BEISEN iTalentX significantly improve decision-making by reducing manual errors and providing timely, accurate data. And flexibility in processes is another key area supported by existing research.

Work by Gawer (2022) emphasized the importance of adaptable systems that can respond to changing needs. Our findings confirm that the ability of the BEISEN iTalentX to adjust its processes in response to new information and evolving business requirements enhances its decision-making effectiveness.

Physical Evidence: Previous studies have underscored the significance of user interface design and system performance in determining the effectiveness of digital platforms. Research by Duggan et al. (2020) highlighted that a well-designed interface and reliable system performance are critical for user satisfaction and effective use. This analysis aligns with these findings, demonstrating that the intuitive design and reliable performance of the BEISEN iTalentX enhance decision-making by making data access and interpretation easier. Meanwhile, the role of technical features in supporting effective decision-making is also well-documented. Studies such as those by Gigauri (2020) showed that advanced technical features and functionality are crucial for extracting valuable insights and making informed decisions. This findings reflect this, indicating that the advanced data analysis tools and customizable reports within BEISEN iTalentX significantly contribute to its decision-making capabilities.

4.3.3 Explanation of Unexpected Results

Some unexpected results include the platform's limited ability to meet specific user needs and the insufficient development of intelligent applications. These outcomes may be attributed to rapid technological advancements that outpace the platform's updates or insufficient customization options for diverse industries. The lack of integration with other enterprise systems could also be due to complexities in aligning different technological environments. The BEISEN iTalentX supports HR management by integrating various types of HR data into a centralized system, thus improving data accuracy and consistency. It provides powerful decision support and analysis capabilities, offering detailed reports and predictive analyses that aid HR managers in making informed decisions. The platform incorporates automation and intelligent tools, such as automated recruitment and performance management systems, which enhance work efficiency and process optimization. Additionally, the training and support services help users effectively utilize the platform, improving the overall HR management process. By offering real-time data and intelligent analysis tools, the platform significantly enhances decision-making efficiency, allowing for faster and more accurate insights into staffing, training, and development. Furthermore, the findings regarding automation and intelligent applications reflect ongoing discussions in the literature about the evolving role of technology in HR management.

To improve the decision-making effectiveness of the BEISEN iTalentX, it is essential to focus on enhancing user training and support, optimizing processes for better integration and automation, and investing in high-quality physical evidence such as user-friendly design and reliable system performance. Addressing these areas will contribute to a more effective and efficient platform, ultimately leading to better HR

decision-making outcomes. Addressing these unexpected results will require further refinement of the platform's functionalities and enhanced focus on user-specific requirements and integration capabilities.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The analysis revealed two primary conclusions:

1) Current Platform Limitations: Initially, BEISEN iTalentX's decision support system did not adequately meet the needs of HR managers for comprehensive, real-time data analysis and decision-making assistance. This shortfall potentially undermined the accuracy and efficiency of management decisions.

2) Improvements and Outcomes: In response, the platform adopted the 3Ps Model to enhance its decision support capabilities. The improvements included advanced data analysis features, detailed reporting, and predictive analytics. These upgrades significantly enhanced decision-making regarding employee performance, recruitment, and turnover, thereby optimizing resource allocation and ensuring strategic consistency. The evaluation of BEISEN iTalentX's decision-making effectiveness, considering factors like People, Process, and Physical Evidence, closely matches current research. The results emphasize the significance of user expertise, training, feedback, efficient processes, automation, and decision support systems. Additionally, the quality of physical evidence, such as user interface design and system performance, is crucial. These findings demonstrate that :1) Enhanced Decision Support: The upgraded platform now provides more precise and actionable insights, improving the effectiveness of HR management decisions. 2) Alignment with Research: The findings corroborate existing research on the importance of user expertise, efficient processes, and high-quality system design in digital HR systems. 3) Overall Effectiveness: The platform's enhancements have addressed its initial shortcomings and substantially improved decision-making effectiveness, confirming that the integration of advanced data analytics can significantly benefit HR practices.

5.2 Recommendation

(1) Enhanced data and people capabilities

Enhance data and people capabilities, integrate more data sources and advanced data analysis algorithms to provide more comprehensive insights into business trends and employee performance. For example, introduce machine learning and artificial intelligence technologies to identify potential patterns and trends. At the same time, invest in big data technology and data science teams, and regularly update analysis models and algorithms to ensure the cutting-edge and practical nature of the platform's analysis capabilities. Enterprises in the digital survival, will exceed the traditional business model. As the boundaries of different industries have been broken, in order to achieve greater development, enterprise development has noncontinuous and nonlinear characteristics; customers, users, enterprises, peers, and stakeholders jointly form a "ecosystem". The digital transformation of enterprises is not only the work of a project

or a department, but also a consensus within the enterprise, which needs to be implemented in strategy, organization, operation and other aspects. The position of human resources department in business is increasingly prominent, which needs to readjust its role, ability, relationship and business model.

(2) Establish an HR data platform of assessments in enterprises

A multi-level performance evaluation system is designed in the platform, allowing the input of feedback and data from multiple sources for comprehensive analysis. Effectively count and sort out the employee basic information, education background, work experience, performance, salary performance, evaluation, attendance, etc., and establish the corresponding operation and management model (AlHamad et al., 2022). Secondly, do a good job in the management of excellent talents. In the organizational structure of large companies, the position positioning, work content and salary structure vary greatly. Therefore, in the top-level design of the overall structure of the company, they should be identified and labeled for follow-up management. The last thing to do is a fast integrated and personalized display. In the massive data, different extraction rules can be adopted to effectively obtain a large amount of information, and a variety of display interfaces can be generated to meet the needs of various applications.

(3) Improve accuracy and transparency of payroll calculations

Ensure the accuracy and transparency of the salary calculation formula, provide detailed instructions on the salary composition and calculation process. Human resources management is a kind of organic integration of management and service, its essence is the traditional human resources control management function for the basic personnel control and personnel resources sharing two business mode, the enterprise can focus on efficient management and payroll calculations, but also can clarify the management interface, the enterprise profits into enterprise profits (Bonina et al., 2021). Establish a systematic salary calculation audit mechanism, regularly check the calculation process and results, and ensure compliance with company policies and regulations. The future to realize information collection, processing automation, personalized platform, convenient management of intelligent management, integrated management and institutions, rich human resources management in the new period, optimize the business process, expand tube service function, improve staff experience, improve management efficiency, improve the flexibility and flexibility of human resource management, realize the transformation of basic management, improve payroll calculations.

(4) Strengthen the fine management of the use of HR data

Fixed data and information can only be used in a specific way, to truly reflect its true meaning. It is a major goal of HRM digital transformation to strengthen the application of informatization in all links and stages of enterprises and to realize the integration of online and offline HRM business process. At present, in data collection and application, in practical application, there are a large number of available data,

fuzzy application program, lack of intelligent operation process, simple use effect and single application management. To effectively deal with the above problems, a detailed statistical analysis of the personnel data within the enterprise is needed (Zhang & Chen, 2024). First, on the basis, carry out professional and technical personnel training based on big data, and select the best technical personnel according to the specific conditions; second, make the overall ability and technical ability of employees through "cloud learning", "post training" and other methods to improve the ability; third, establish multi-dimensional character portrait, intelligent analysis and comparison of work and work, and personalized analysis of employees from different perspectives, so that the enterprise can play an important auxiliary function in the use of human resources.

(5) Establish and activate the digital talent system of enterprises

In the process of digital transformation, the conflict between the shortage of digital technicians and the demand of high technology will be more serious. How to establish and activate the digital talent system is an urgent problem to be solved in China's human capital market. First of all, it is necessary to strengthen the top-level planning of digital technical personnel, build a digital technology education system, expand the way of external recruitment, improve the reward mechanism of talents, and support the construction of digital talents, the construction of talent training system and the support of talents (Bonina et al., 2021). Secondly, the training of digital technology and tools should be strengthened in the aspects of equipment digital operation, equipment maintenance, man-machine collaboration, and other links. Finally, actively adapt to the changes in the working mode of enterprises in the process of informatization, establish the personnel system of "person-post matching", correctly allocate appropriate personnel, and pay attention to the improvement of talent quality in actual work (Zhang & Chen, 2024). In the process of digital development, we must make full use of the guidance and guidance of digital technology, stimulate its innovation and vitality, create a good digital atmosphere of enterprise culture, and integrate digital culture in the digital era, and promote the co-creation and sharing, symbiosis and win-win between digital technology and enterprises.

5.3 Further Study

To deepen the understanding of how digital platforms influence the effectiveness of HR decision-making, future studies could explore several aspects. One recommendation is to conduct a longitudinal study observing the long-term impact of digital platforms on the decision-making process in the context of human resources. Furthermore, replication of this study into different digital platforms or organizational settings could provide more general insight. Another potential area of research is to explore the role of specific functions or features of digital platforms in improving decision effectiveness, providing comparative perspective. Addressing methodological limitations, such as sample bias in convenience sampling, future studies could employ

probability sampling methods to ensure a more generalizable applicability of the findings.

Furthermore, combining qualitative and quantitative approaches allows deep understanding of the subtle dynamics between digital platforms and HR decision making. qualitative methods help to reveal the subjective experience, cognitive, and organizational context in the affected decision-making process.

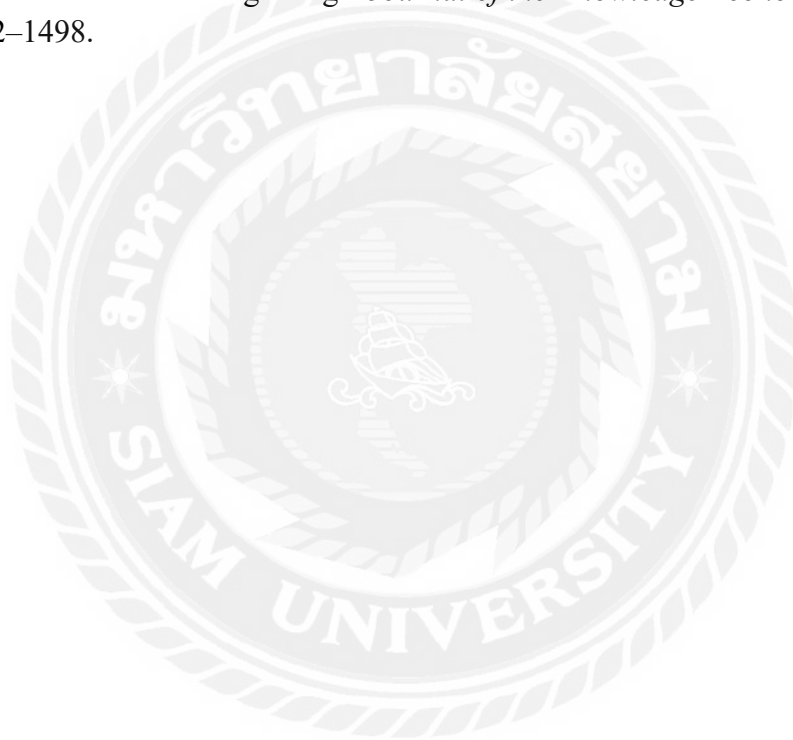


References

- Abdeldayem, M. M., & Aldulaimi, S. H. (2020). Trends and opportunities of artificial intelligence in human resource management: Aspirations for public sector in Bahrain. *International Journal of Scientific and Technology Research*, 9(1), 3867–3871.
- Adhi, A. D. (2021). Effectiveness of 3P model (People, Process, Physical Evidence) and company performance at different levels of complexity and divergence. *International Journal on Social Science, Economics and Art*, 11(2), 60–72.
- AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429–438.
- Ashraf, F. (2020). 3P approach to compensation management and its implications for employee performance at work. *Journal of Applied Business and Economics*, 22(10). <https://doi.org/10.33423/jabe.v22i10.3725>
- Benlian, A., Kettinger, W. J., Sunyaev, A., Winkler, T. J., & Guest Editors. (2018). The transformative value of cloud computing: A decoupling, platformization, and recombination theoretical framework. *Journal of Management Information Systems*, 35(3), 719–739.
- Bonina, C., Koskinen, K., Eaton, B., & Gawer, A. (2021). Digital platforms for development: Foundations and research agenda. *Information Systems Journal*, 31(6), 869–902.
- Cennamo, C. (2021). Competing in digital markets: A platform-based perspective. *Academy of Management Perspectives*, 35(2), 265–291.
- Chowdhury, S., Dey, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadie, A., & Truong, L. (2023). Unlocking the value of artificial intelligence in human resource management through AI capability framework. *Human Resource Management Review*, 33(1), 100899.
- Dahlbom, P., Siikanen, N., Sajasalo, P., & Jarvenpää, M. (2020). Big data and HR analytics in the digital era. *Baltic Journal of Management*, 15(1), 120–138.
- Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1), 114–132.
- Fernandez, V., & Gallardo-Gallardo, E. (2021). Tackling the HR digitalization challenge: Key factors and barriers to HR analytics adoption. *Competitiveness Review: An International Business Journal*, 31(1), 162–187.
- Garg, S., Sinha, S., Kar, A. K., & Mani, M. (2022). A review of machine learning applications in human resource management. *International Journal of Productivity and Performance Management*, 71(5), 1590–1610.
- Gawer, A. (2022). Digital platforms and ecosystems: Remarks on the dominant organizational forms of the digital age. *Innovation*, 24(1), 110–124.

- Giermindl, L. M., Strich, F., Christ, O., Leicht-Deobald, U., & Redzepi, A. (2022). The dark sides of people analytics: Reviewing the perils for organisations and employees. *European Journal of Information Systems*, 31(3), 410–435.
- Gigauri, I. (2020). Effects of Covid-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, 4(31), 1–10.
- Hermes, S., Riasanow, T., Clemons, E. K., Böhm, M., & Krcmar, H. (2020). The digital transformation of the healthcare industry: Exploring the rise of emerging platform ecosystems and their influence on the role of patients. *Business Research*, 13(3), 1033–1069.
- Imamov, M., & Semenikhina, N. (2021). The impact of the digital revolution on the global economy. *Linguistics and Culture Review*, 5(S4), 968–987.
- Küpper, D. M., Klein, K., & Völckner, F. (2021). Gamifying employer branding: An integrating framework and research propositions for a new HRM approach in the digitized economy. *Human Resource Management Review*, 31(1), 100686.
- Lanzolla, G., Lorenz, A., Miron-Spektor, E., Schilling, M., Solinas, G., & Tucci, C. L. (2020). Digital transformation: What is new if anything? Emerging patterns and management research. *Academy of Management Discoveries*, 6(3), 341–350.
- Maheswari, K., William, P., Sharma, G., Ayasrah, F. T. M., Ahmad, A. Y. B., Ramkumar, G., & Shrivastava, A. (2023). Enterprise human resource management model by artificial intelligence to get befitted in psychology of consumers towards digital technology. *Journal for ReAttach Therapy and Developmental Diversities*, 6(10s (2)), 209–220.
- Margherita, A. (2022). Human resources analytics: A systematization of research topics and directions for future research. *Human Resource Management Review*, 32(2), 100795.
- Pawirosumarto, S., Sutisna, D., & Putra, I. G. S. (2020). The 3P concept to employee job satisfaction and the impact on organizational performance. *International Journal of Psychological Rehabilitation*, 24(1), 4455–4466.
- Rath, T. S., Mohanty, M., & Pradhan, B. B. (2016). Career progression of Indian women bank managers: An integrated 3P model. *South Asian Journal of Management*, 23(3), 143.
- Rolland, K. H., Mathiassen, L., & Rai, A. (2018). Managing digital platforms in user organizations: The interactions between digital options and digital debt. *Information Systems Research*, 29(2), 419–443.
- Sima, V., Gheorghe, I. G., Subić, J., & Nancu, D. (2020). Influences of the industry 4.0 revolution on the human capital development and consumer behavior: A systematic review. *Sustainability*, 12(10), 4035.
- Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and a path forward. *California Management Review*, 61(4), 15–42.

- Turulja, L., & Bajgoric, N. (2018). Information technology, knowledge management and human resource management: Investigating mutual interactions towards better organizational performance. *VINE Journal of Information and Knowledge Management Systems*, 48(2), 255–276.
- Tuli, F. A., Varghese, A., & Ande, J. R. P. K. (2018). Data-driven decision making: A framework for integrating workforce analytics and predictive HR metrics in digitalized environments. *Global Disclosure of Economics and Business*, 7(2), 109–122.
- Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial intelligence in tactical human resource management: A systematic literature review. *International Journal of Information Management Data Insights*, 1(2), 100047.
- Zhang, J., & Chen, Z. (2024). Exploring human resource management digital transformation in the digital age. *Journal of the Knowledge Economy*, 15(1), 1482–1498.



Appendix

Interviews

Dear Sir/Madam,

Thank you very much for taking the time out of your busy schedule to participate in this Interviews survey. Thank you very much for your participation.

Part I: Basic information

1. Gender:

A .Male B .Female

2. Age:

A . Under 25 years old B.25-30 years old C .31-40 years old D . > 40 years old

Part two: Interviews

In order to explore the effectiveness of the BEISEN iTalentX digital platform in the human resource management decision-making process in People, Process and Physical Evidence through the 3Ps management model, the following Interviews questions can be designed. These questions are intended to evaluate the actual application effect of the platform in these three aspects and its impact on the decision-making process.

3Ps-People

1.How satisfied are you with the data presentation and reporting functions of the BEISEN iTalentX platform after employee performance analysis?

Very dissatisfied

Dissatisfied

General

Satisfied

Very satisfied

2.Does the People report provided by the platform help identify and solve problems in employee management?

Not helpful at all

Somewhat helpful

Moderately helpful

Highly helpful

Very helpful

3.During the People process, do you think the data analysis of the BEISEN iTalentX platform is timely and accurate?

Completely inaccurate

Inaccurate

General

Accurate

Very accurate

4.Does the People function of the platform enable you to develop more effective improvement strategies?

No at all

No

Neutral

Yes

Very agree

3Ps-Process

5.How do you think the BEISEN iTalentX platform performs in Process?

Very poor

Poor

Average

Good

Very good

6.Can the platform's Process module accurately reflect the actual work performance of employees?

- No at all
- No
- Average
- Yes
- Very agree

7.When using the platform for Process, do you feel that the transparency and fairness of the evaluation results are guaranteed?

- No at all
- No
- Average
- Yes
- Very agree

8.Does the Process tool provided by the platform facilitate the formulation of targeted employee development plans?

- No at all
- No
- Average
- Convenient
- Very Convenient

3Ps-Physical Evidence

9.Does the BEISEN iTalentX platform's functions in Physical Evidence meet your needs?

- No at all
- No
- Average
- Convenient
- Very Convenient

10.Does the BEISEN iTalentX platform's Physical Evidence function meet your needs?

No at all

No

Average

Convenient

Fully Convenient

11.Can the platform ensure the accuracy and timeliness of payroll during the Physical Evidence process?

No at all

No

Average

Yes

Very agree

12.Is the Physical Evidence report provided by the platform easy to understand and operate?

Not at all difficult

Not at all difficult

Moderately

Easy

Very easy

13.Do you think the BEISEN iTalentX platform can support fair and reasonable salary distribution?

Not at all

Not at all

Moderately

Support

Very support

Human Resources Decision-Making Efficiency

14. "How effectively does the BEISEN iTalentX digital platform support the identification and management of key personnel within the organization?

- Very Ineffectively
- Ineffectively
- Neutral
- Effectively
- Very Effectively

15. To what extent does the BEISEN iTalentX digital platform assist in the development and enforcement of HR policies?

- Not At All
- To a Small Extent
- To a Moderate Extent
- To a Large Extent
- To an Extremely Large Extent

16. How well does the BEISEN iTalentX digital platform facilitate the model and monitoring of HR practices and procedures?

- Very Poorly
- Poorly
- Adequately
- Well
- Very Well"

Thank you for your enthusiastic participation!