

Research on the Influence Path of Human Resource Management Framework Under Enterprise Digital Transformation on New Quality Productive Forces

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ABSTRACT Digital transformation reconstructs the allocation logic of corporate production factors, and the cultivation of new quality productive forces hinges on the systematic upgrading of enterprise human resource management frameworks. Under such context, this paper establishes an integrated human resource management framework consisting of digital recruitment & selection, intelligent performance incentives and dynamic learning & development. Relying on Resource Orchestration Theory and Dynamic Capability Theory, it explores the internal functional mechanism of the framework. Taking the digital reform practice of Zhejiang Yahu Auto Parts Group adopting Feishu People system as empirical evidence, three core transmission paths are concluded: human capital accumulation, activation of innovative behaviors and promotion of organizational agility. The findings demonstrate that this framework accelerates the development of new quality productive forces by optimizing talent recruitment efficiency, boosting internal knowledge sharing and motivating staff innovation. In this transmission process, organizational learning capacity and digital technology maturity exert significant moderating effects.

INDEX TERMS Digital Transformation; Human Resource Management Framework; New Quality Productive Forces; Total Factor Productivity; Dynamic Capability

I. INTRODUCTION

As a high-quality and high-efficiency productivity form distinct from traditional productive forces, new quality productive forces take scientific and technological innovation as the primary driving force and high-quality workers as the core carrier, putting forward higher requirements for the efficiency of internal human resource allocation in enterprises. At the same time, digital transformation is fundamentally changing enterprise organizational structures, information processing mechanisms and talent management logic, making the reconstruction of the human resource management framework a key starting point for releasing new quality productive forces. However, the current academic research on the systematic research of how the digital human resource management framework acts on new quality productive forces through specific mediating paths is relatively insufficient. Most existing studies remain at the descriptive analysis level and lack in-depth analysis of the influence mechanism. In view of this, based on resource orchestration theory and dynamic capability theory, this paper focuses on the structural reconstruction and functional upgrading of the human resource management framework under the

context of digital transformation, systematically sorts out its path mechanism affecting new quality productive forces, and introduces enterprise practical cases for verification, aiming to provide theoretical basis and practical guidance for enterprises to drive the leap of new quality productive forces through human resource management reform [1].

II. THEORETICAL CONSTRUCTION OF HUMAN RESOURCE MANAGEMENT FRAMEWORK UNDER DIGITAL TRANSFORMATION CONTEXT

A. CONNOTATION DEFINITION AND KEY FACTOR ANALYSIS OF NEW QUALITY PRODUCTIVE FORCES

Different from traditional productive forces relying on factor input expansion to achieve growth, the essential feature of new quality productive forces lies in the substantial improvement of total factor productivity, relying on scientific and technological innovation to spawn new industries and new driving forces. From the perspective of constituent elements, new quality productive forces cover three dimensions: high-quality workers, high-tech labor materials and labor objects reconstructed by data elements. The connection of the three through digital technologies forms output efficiency beyond

the traditional production function. Workers' quality is no longer limited to experience accumulation and post proficiency, but extends to composite capabilities of data analysis and continuous learning. This transformation directly determines whether enterprises can realize efficient combination of factors under digital scenarios. In terms of labor materials, intelligent equipment and digital platforms gradually replace part of standardized manual operations, enabling production processes to possess stronger dynamic adaptability; in terms of labor objects, data as a new type of factor is deeply embedded in value creation links, shifting enterprise decision-making from experiencedriven to data-driven. It should be pointed out that the formation of new quality productive forces does not merely depend on the renewal of technical equipment, but highly relies on matching talent structure and management mechanisms. If the human resource management system fails to upgrade synchronously, the potential efficiency of advanced equipment can hardly be fully released, and thus human resource allocation efficiency becomes a key bottleneck restricting the transformation of technical efficiency. The collaborative relationship of the above three major elements provides a clear analytical starting point for the subsequent theoretical construction of the human resource management framework [2].

B. STRUCTURAL RECONSTRUCTION OF HUMAN RESOURCE MANAGEMENT FRAMEWORK EMPOWERED BY DIGITAL TECHNOLOGY

The structural reconstruction of human resource management framework driven by digital technology is reflected in the shift of information processing mode from manual empirical judgment to data-driven decision-making. Traditional human resource management relies on paper archives and offline processes. Organizational structure adjustment, rank salary verification and performance evaluation are subject to lagging information transmission and subjective human factors, resulting in long management decision cycles and insufficient consistency. The introduction of cloud computing, big data and artificial intelligence technologies enables enterprises to integrate scattered personnel information into a unified data platform, realizing real-time visual management of organizational structures and employee archives, thereby improving the response speed and accuracy of management decisions. Meanwhile, digital technology promotes the transformation of human resource management functions from transactional operations to strategic empowerment. Repetitive work such as recruitment entry and attendance accounting undertaken by traditional human resource departments is largely automatically completed by systems, freeing human resources to shift to high-value links such as talent identification and organizational diagnosis. This transformation involves systematic adjustment of internal power and responsibility relationships and management processes within the organization. Resource orchestration theory points out that enterprises need to go through three

stages of structuring, bundling and leveraging after acquiring digital resources to convert them into practical capabilities. The reconstruction of human resource management framework follows the same logic; scattered digital tools and existing management systems must be organically integrated to form organizational capabilities supporting the development of new quality productive forces. Therefore, the core of structural reconstruction lies not in technology itself, but in the deep adaptation between technology and management systems [3,4].

C. THEORETICAL MODEL OF INTEGRATED DIGITAL HUMAN RESOURCE MANAGEMENT FRAMEWORK

The construction of an integrated digital human resource management framework incorporates three modules of digital recruitment & selection, intelligent performance incentive and dynamic learning & development into a unified theoretical model, and clarifies the internal correlation among each module. The digital recruitment & selection module relies on post competency database and intelligent screening algorithms to improve the accuracy of person-post matching and solve the problem of selection bias caused by information asymmetry in traditional recruitment. The intelligent performance incentive module adopts real-time data collection and multi-dimensional evaluation indicators to dynamically link employee output with organizational strategic goals, shifting the incentive mechanism from postevent assessment to process tracking. The dynamic learning & development module tracks employee skill gaps continuously through digital learning platforms and competency maps, and matches personalized training resources, enabling organizations to possess talent reserve capabilities to cope with changes in the external environment. The three modules do not operate independently, but realize information sharing and linkage through a unified data middle platform. Competency evaluation data generated in the recruitment & selection link can be directly input into the learning & development module as training basis, and behavioral data generated by performance incentives can also feed back into the optimization of recruitment models. Dynamic capability theory emphasizes that enterprises must possess three types of capabilities of sensing, seizing and transforming to maintain competitive advantages amid environmental changes. The three modules of the integrated framework correspond to talent sensing, value transformation and organizational transformation respectively, making the theoretical model possess strong explanatory power [5]. To systematically clarify the internal composition and logical operation logic of the digital human resource management framework constructed in this paper, an integrated theoretical model is drawn as shown in Fig 1. Table 1 summarizes the core elements and functional positioning of each module of the framework, which provides a structured basis for the subsequent mechanism analysis.

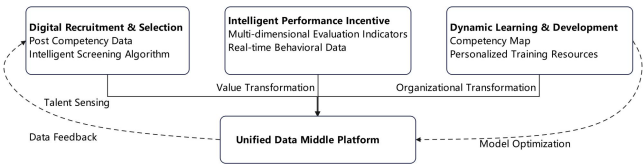


FIGURE 1. Theoretical Model of Integrated Digital Human Resource Management Framework

TABLE 1. Core modules and functional positioning of digital human resource management framework

Framework Module	Core Elements	Technical Support	Functional Positioning
Digital Recruitment & Selection	Post-competency data, intelligent screening algorithm	Big data analysis, person-post matching model	Improve precision and efficiency of talent acquisition
Intelligent Performance Incentive	Multi-dimensional evaluation indicators, real-time behavioral data	Performance management system, data dashboard	Strengthen innovation motivation and output transformation
Dynamic Learning & Development	Competency map, personalized training resources	Digital learning platform, skill tracking tool	Enhance organizational talent reserve and adaptability

III. MECHANISM ANALYSIS OF DIGITAL HUMAN RESOURCE MANAGEMENT FRAMEWORK AFFECTING NEW QUALITY PRODUCTIVE FORCES

A. HUMAN CAPITAL ACCUMULATION PATH: PROMOTION MECHANISM OF DIGITAL RECRUITMENT & SELECTION ON WORKERS' QUALITY

The core of the human capital accumulation path lies in the systematic improvement of workers' quality through the digital recruitment & selection link. Under the traditional recruitment mode, enterprises' judgment on job seekers' capabilities relies on resume screening and subjective interview evaluation. Incomplete information and inconsistent evaluation standards often lead to person-post mismatch, lowering the overall human capital quality of the organization. Supported by post competency models and candidate behavioral data, the digital recruitment & selection system can identify the matching degree between job seekers and post demands more accurately, enabling enterprises to improve the quality of human capital accumulation at the source. More importantly, this process changes the logical basis of talent identification from empirical judgment to datasupported scientific decision-making. For manufacturing enterprises with a high proportion of frontline workers, traditional offline data filling and manual entry bring heavy repetitive labor and scattered information. Digital recruitment systems compress the time cost of entry processes through code scanning entry and automatic identification of certificate information, allowing human resource departments to devote more energy to talent quality control rather than transactional operations. In addition, candidate data accumulated through digital recruitment can be continuously deposited into the enterprise talent pool, providing data basis for subsequent post allocation and realizing long-term continuity of human capital accumulation. The optimization of talent structure is finally transmitted to production links, providing fundamental human support for the formation of new quality productive forces, making this path the most basic link in the entire influence mechanism [6,7].

B. INNOVATIVE BEHAVIOR ACTIVATION PATH: DRIVING MECHANISM OF INTELLIGENT PERFORMANCE INCENTIVES ON INNOVATION OUTPUT

The innovative behavior activation path focuses on the driving mechanism of intelligent performance incentives on employees' innovation output. Traditional performance appraisal adopts periodic and single-indicator evaluation methods. Employees' innovative attempts are often ignored in the appraisal system due to difficult quantification of short-term output, thus inhibiting innovation motivation. With real-time data collection and multi-dimensional evaluation models, intelligent performance incentives can incorporate non-standard contributions such as innovative proposals and process improvements into the evaluation scope, enabling timely feedback and institutional recognition of innovative behaviors. This mechanism is built on the synergy of internal motivation and external constraints. Digital systems enable the recording and traceability of innovative contributions, reducing the possibility that employees abandon attempts for fear of neglected efforts. Meanwhile, managers can quickly identify outstanding employees through system data and provide targeted incentives, forming a closer correlation between innovative behaviors and organizational returns. From the perspective of organizational operation, intelligent performance incentives also change the interaction mode between managers and employees. Instead of only post-event evaluation, managers can grasp team innovation dynamics in real time through data dashboards and adjust resource allocation to support promising directions. However, the digitalization of incentive mechanisms does not mean complete reliance on algorithm judgment; managers' subjective experience still plays an important role in final decision-making. The continuous activation of innovative behaviors updates enterprises' knowledge and technologies, providing micro-foundation for the scientific and technological innovation momentum required by new quality productive forces [8-10].

C. ORGANIZATIONAL AGILITY PATH: STRENGTHENING MECHANISM OF DYNAMIC LEARNING & DEVELOPMENT SYSTEM ON ORGANIZATIONAL ADAPTABILITY

The organizational agility path emphasizes the strengthening effect of dynamic learning & development systems on organizational adaptability. Against the backdrop of accelerated digital transformation and rapid changes in market environment, enterprises relying on fixed training plans and static competency evaluation standards can hardly respond to talent demand changes brought by technological updates in a timely manner, thus restricting organizational adaptability. Through digital learning platforms, the dynamic learning & development system continuously tracks gaps between employees' skill levels and post demands, and dynamically adjusts training content and resource allocation based on real-time data, endowing talent training processes with strong flexibility. The key function of this system

lies not only in improving individual employees' skills, but also in enhancing the overall organizational ability to cope with uncertainties. When external environment changes, enterprises can quickly identify competency gaps relying on learning systems and organize targeted training, shortening the adaptation cycle between talent reserves and business demands. Meanwhile, the dynamic learning & development system promotes the precipitation and sharing of internal organizational experience through knowledge management functions, avoiding the loss of key knowledge caused by personnel turnover and sustaining organizational capabilities. A unified digital learning platform also breaks information barriers between departments, enabling rapid transmission of knowledge required for cross-departmental collaboration. The improvement of organizational agility is ultimately reflected in enterprises' ability to adjust resource allocation faster when facing technological changes, providing guarantee for the rapid response capacity required by new quality productive forces [11]. Table 2 systematically sorts out the action logic, mediating variables and output effects of the three transmission paths proposed in this paper. After elaborating on the three independent transmission paths of human capital accumulation, innovative behavior activation and organizational agility improvement, this paper integrates the above theoretical deduction to form a complete multi-stage influence logic chain, as shown in Figure 2.

TABLE 2. Path mechanism of digital human resource management framework affecting new quality productive forces

Influence Path	Mechanism of Action	Mediating Variable	Output Effect
Human Capital Accumulation Path	Data-driven precise person-post matching	Recruitment efficiency, talent database	Improve the overall quality of workers
Innovative Behavior Activation Path	Real-time feedback and multi-dimensional evaluation	Innovation motivation, transparency of performance data	Improve innovation output and knowledge renewal
Organizational Agility Path	Dynamically track skill gaps and adjust resources	Learning response speed, knowledge sharing level	Enhance organizational environmental adaptability

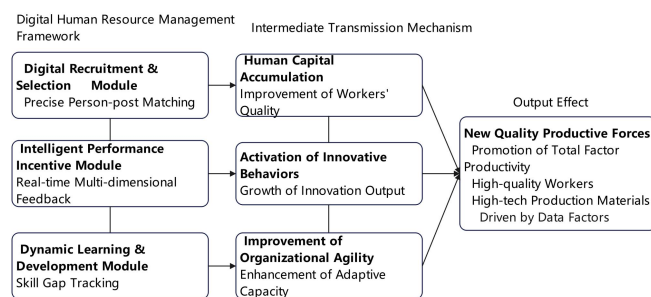


FIGURE 2. Influence Path Mechanism of Digital Human Resource Management Framework on New Quality Productive Forces

IV. CASE ANALYSIS: DIGITAL HUMAN RESOURCE TRANSFORMATION PRACTICE OF ZHEJIANG YAHU GROUP

A. CONSTRUCTION OF DIGITAL HUMAN RESOURCE BASE AND ONLINE PRACTICE OF ORGANIZATIONAL STRUCTURE

Founded in 2000, Zhejiang Yahu Auto Parts Group mainly engages in R&D and production of automobile seat frame assemblies and spare parts. With the expansion of business scale and increasing number of branches, limitations

gradually emerged in the original organizational structure management mode. The Group originally relied on documents and drawings to present organizational structures, which could not be updated synchronously with development rhythms. Organizational structure adjustment involved multi-department and multi-level approval, with complicated and time-consuming offline operations. Rank and salary systems were inconsistent between the Group and its branches, lacking unified basis for personnel grading and salary adjustment, restricting the overall effectiveness of human resource planning. Starting from March 2024, the Group introduced the Feishu People system to fully build a digital human resource base and promote the on-line transformation of organizational structure management. After the system went online, persons in charge of the Group and branches can view complete and accurate organizational structures and reporting lines in real time, and flexibly adjust structural contents according to development demands. Differentiated processes can be configured for different approval scenarios to balance approval efficiency and process compliance. Meanwhile, the Group established a unified rank and salary standard system through the system, alleviating difficulties in salary decision-making caused by differences among branches. The system also realized automatic salary cost analysis; managers can understand salary expenditure and change trends of each branch through a unified page, and automatically compare historical data to quickly locate abnormal causes. This practice indicates that the online reconstruction of organizational structures and salary systems lays a foundation for subsequent talent management and production efficiency improvement [12].

B. FULL-PROCESS DIGITAL MANAGEMENT OF FRONTLINE WORKERS AND PRODUCTION EFFICIENCY IMPROVEMENT

As a traditional manufacturing enterprise, frontline workers account for more than 60% of Yahu Group's total employees. The recruitment and entry processes have long been plagued by cumbersome operations and low efficiency. The Group has a large demand for frontline recruitment, and most job seekers lack electronic resumes. Job seekers were required to fill in personal materials offline on site, and human resource staff arranged interviews after collection. After interview approval, information needed to be re-entered into the system, generating massive repetitive work. File archiving also faced risks of scattering and loss. After introducing Feishu Recruitment and Feishu HR systems, the Group released frontline recruitment positions on the official website and generated delivery QR codes. Job seekers can upload personal materials via mobile phone scanning without secondary manual entry, and resume evaluation and entry promotion can be completed online, saving approximately 40 working hours for recruiters per month. In the entry link, employees can complete information filling by scanning codes, and automatic identification of ID card information via uploaded photos avoids manual filling errors.

The Group also fully promoted electronic signature management, adopting unified processes for entry, transfer, relocation, resignation and contract management. Procedures such as regularization and renewal can be automatically triggered with efficient follow-up according to approval progress, saving approximately 60 working hours for HR staff per month. The HR team can flexibly analyze recruitment and employee conditions through custom reports, reducing the cost of manual information migration. This closed-loop management realizes 100% online processing of frontline employee procedures [13].

C. EMPOWERMENT EFFECT OF DIGITAL TALENT TRAINING AND ATTENDANCE MANAGEMENT ON NEW QUALITY PRODUCTIVE FORCES

Digital transformation of talent training and attendance management is another core support for Yahu Group to release new quality productive forces. The Group previously established a training system and launched a full-staff continuous improvement campaign, but the promotion process involved numerous links and scattered information. Formulation of training plans and review of improvement proposals involved multiple departments, with timeconsuming offline operations and unsatisfactory promotion effects. After the launch of Feishu People, the Group's HR Administrative Center linked multi-dimensional forms through employee rosters to realize full online processing of training plan formulation, feedback collection and proposal review, supported by automatic process promotion and message notification functions. The overall operation cycle was shortened from two weeks to two to three days. Information of employees participating in key training and submitting improvement proposals is uniformly updated to employee profile pages. Managers can click employee avatars to view relevant information, quickly identify key employees and formulate management decisions. More than 85% of managers take the initiative to view team statistical information every month. In terms of attendance scheduling, the Group transferred scheduling responsibilities from clerks to workshop team leaders, shifting from follow-up after the event to advance planning relying on the Feishu attendance system. The proportion of independent scheduling by frontline team leaders rose from less than 10% to 97%, and abnormal data decreased significantly due to improved scheduling accuracy. The coordinated improvement of talent discovery and standardized attendance through digital means ultimately translates the optimization of management efficiency into practical performance gains in production links. To quantitatively reflect the optimization effect of Zhejiang Yahu's digital human resource transformation, the key performance indicators before and after reform are compared in Table 3.

TABLE 3. Key performance comparison of digital human resource transformation of Zhejiang Yahu Group

Management Link	State Before Transformation	State After Transformation	Case Effect
Organizational Structure Adjustment	Offline drawing, time-consuming approval	Real-time online adjustment, differentiated approval	Improved speed of decision response
Recruitment & Entry Process	On-site data filling, secondary manual entry	Cold scanning entry, automatic ID information identification	Saving about 60 working hours monthly
HR Procedures (Entry, Transfer, Relocation, Resignation)	Paper archiving, high follow-up cost	Electronic signature management, automatic process triggering	Saving about 60 working hours monthly
Proportion of Managers Taking Initiative to View Team Information	Passive response dominated	Active viewing of team and employee information	Proportion exceeds 85%
Proportion of Independent Scheduling by Frontline Team Leaders	Less than 10%	Increased to 97%	Sharp reduction of abnormal attendance data
Operation Cycle of Training & Improvement Proposals	About two weeks	Two to three days	Cycle reduced by over 70%

V. RESEARCH FINDINGS, MODERATING MECHANISMS AND OPTIMIZATION STRATEGIES

A. EMPIRICAL TEST OF INFLUENCE PATHS AND IDENTIFICATION OF KEY MODERATING VARIABLES

Based on the foregoing theoretical analysis and case practice, the three paths through which the human resource management framework affects new quality productive forces can be empirically tested. Judging from the indicator changes presented in the case, the human capital accumulation path is verified through improved recruitment and entry efficiency. The reduction of time cost for frontline employee entry processes and lower error rates brought by automatic ID information identification reflect the practical improvement of talent acquisition quality by the digital recruitment & selection system. The innovative behavior activation path is reflected in the rising proportion of managers actively viewing team information. Most managers shifted from passive response to active management, indicating that information visualization effectively strengthens managers' ability to identify and incentivize outstanding employees. The organizational agility path is confirmed by the substantial improvement of independent attendance scheduling. After transferring scheduling responsibilities to frontline team leaders, the organization's response speed to changes on the production site increased significantly. On this basis, key moderating variables affecting the transmission efficiency of influence paths need to be further identified. The case shows that simply introducing digital systems does not necessarily bring synchronous improvement of management efficiency. The adaptation degree between system functions and the organization's existing management habits, as well as employees' willingness to accept new tools, will affect practical effects. The maturity of internal information sharing culture also determines whether data generated by digital tools can be effectively applied to management decisionmaking rather than merely process recording. This finding provides an empirical basis for systematic identification of moderating variables in subsequent research [14].

B. SYNERGISTIC MODERATING EFFECT OF DIGITAL TECHNOLOGY MATURITY AND ORGANIZATIONAL LEARNING CAPABILITY

As two key moderating variables, digital technology maturity and organizational learning capability present obvious synergistic effects in the process where the human resource management framework affects new quality productive forces. Digital technology maturity determines the extent to which enterprises can integrate scattered data into information available for decision-making. Enterprises with weak technical foundations may fail to give full play to

framework efficiency even after introducing digital systems due to inconsistent data interfaces. Organizational learning capability determines whether enterprises can convert information advantages brought by technology into practical management improvements. If employees and managers lack willingness to learn, advanced tools can hardly be transformed into organizational-level output. A mutually reinforcing relationship exists between the two variables: enterprises with high technical maturity tend to accumulate data application experience more easily, thereby improving organizational learning capability; organizations with strong learning capability are also better at tapping potential functions of existing systems, bringing higher returns to technical investment. Judging from the case practice of Yahu Group, the Group experienced an adaptation period for new processes after introducing the Feishu system. The gradual improvement of system functions and synchronous adjustment of usage habits jointly promoted subsequent efficiency gains. This indicates that when enterprises promote digital human resource transformation, they must coordinate the rhythm of technical investment and organizational capacity building to avoid imbalance between advanced technology and lagging capacity, ensuring the full release of path transmission efficiency [15].

C. STRATEGIC SUGGESTIONS FOR MANUFACTURING ENTERPRISES TO RECONSTRUCT DIGITAL HUMAN RESOURCE MANAGEMENT FRAMEWORK

For manufacturing enterprises to reconstruct digital human resource management frameworks, strategies should be formulated around phased implementation and organizational capacity building. At the system introduction stage, enterprises should prioritize links with high repetitive workload and high standardization of processes such as frontline recruitment entry and attendance scheduling as entry points, verifying system adaptation effects at low trial-and-error costs before gradually extending to more complex links including performance incentives and talent development, avoiding excessive organizational adaptation pressure caused by full-scale rollout at one time. In terms of organizational capacity building, synchronous digital tool training for managers and frontline employees should be carried out to equip all levels of personnel with basic capabilities to interpret and apply system data, instead of merely treating systems as process recording tools. Only when the universal improvement of data application capabilities is realized can the expected efficiency of the framework be fully released. Enterprises should also establish cross-departmental data coordination mechanisms to break information barriers between recruitment, performance and training modules, enabling mutual support of data in each link to form closed-loop decision-making basis. For group enterprises with inconsistent rank and salary systems, priority should be given to realizing unified and transparent standards through digital platforms to lay a foundation for talent structure optimization. A dynamic evaluation mechanism should be

established to regularly review the operation effect of the framework and adjust module configuration in a timely manner, aligning the framework with the strategic direction of cultivating new quality productive forces of enterprises [16,17].

VI. CONCLUSION

Digital transformation provides technical foundation and institutional opportunities for enterprises to reconstruct human resource management frameworks, while the systematic leap of new quality productive forces puts forward higher strategic requirements for this reconstruction process. Centered on three core paths of human capital accumulation, innovative behavior activation and organizational agility improvement, the transmission logic of digital human resource management framework acting on new quality productive forces can be clearly outlined: the digital recruitment & selection system consolidates the quality foundation of labor factors through accurate identification and efficient allocation of talents; the intelligent performance incentive mechanism effectively stimulates employees' innovative behaviors through the synergy of internal motivation and external constraints; the dynamic learning & development system improves the organization's adaptability to uncertainties through continuous updating of employees' knowledge structure and skill boundaries. The practice of Zhejiang Yahu Group proves that after introducing a digital human resource platform, the systematic improvement of management efficiency in links ranging from online organizational structure construction to full-process frontline worker management and independent scheduling is ultimately transformed into substantial growth of enterprises' total factor productivity, verifying the practical applicability of the above path mechanisms. It should be noted that digital technology maturity and organizational learning capability, as key moderating variables, largely determine the transmission efficiency of the above paths. When promoting digital human resource transformation, enterprises must coordinate the rhythm of technical investment and organizational capacity building to avoid path failure caused by "advanced technology and lagging capacity", so as to realize a virtuous cycle between the upgrading of human resource management framework and the cultivation of new quality productive forces.

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