

Research on the Digital Transformation Construction of Human Resource Shared Service Centers

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Abstract: The deep integration of new generation information and communication technology with human resource management activities has triggered a significant innovation in the digital transformation of human resource management. At present, the effectiveness, depth, and width of the transformation of human resources digital sharing service centers have not achieved the expected results. Therefore, we must have precise analytical abilities in practice, so that enterprises fully understand the implementation process, progress, and content of the transformation. In addition, we should promote the basic elements of digital transformation, implement the basic logic of digital transformation, as well as possible transformation models and implementation paths, in order to continuously empower the digital management of human resources in enterprises and enhance their core competitiveness.

Keywords: Human Resources; Digital Transformation; Shared Service Center

1. Introduction

The Party has proposed in the 14th Five Year Plan and the 2035 Vision Outline to assist in the construction of a digital China through digital development. The current economic development in our country is showing a slowdown, and Chinese enterprises are facing many challenges. Therefore, digital transformation of enterprises is not simply to meet the needs of the times, but more to seek more options for long-term development. As an organic component of enterprise management, human resource management should naturally undergo creative transformation and innovative development in the process of digital reform in enterprises. To optimize and upgrade human

resource management, enterprises need to first establish a human resource sharing service center. The establishment of a human resource shared service center relies on the digital management system of human resources to establish a framework structure and operational system. Therefore, the establishment of a human resource shared service center is not only a strategic change that has a wide impact on enterprise management work, but also an indispensable part of the digital management system. The main content of the digital transformation of human resource sharing service centers is to upgrade and optimize data technology, which is a key technical and strategic issue for the transformation of global enterprise human resource sharing service centers. The digital transformation of human resource sharing service centers has become the best choice for improving enterprise operational efficiency and optimizing resource allocation^[1].

On the one hand, in the context of the transformation of human resource strategic awareness, the shortage of digital strategic talents, the increasing difficulty and cost of recruitment, the serious information gap in the salary system, and the adaptability adjustment of talent strategies in the new era, there are still problems such as data barriers, a lack of theoretical and practical research on the digital ecosystem of human resource sharing service centers, and the need to improve business scenario technology. It can enhance our understanding of the basic functional theory of human resources, understand the relationship between human resource digitization, human resource management, and human resource sharing service models. Clearly understand the choices faced in optimizing the human resource sharing service center and the strategic requirements for empowering the

human resource sharing service center with enterprise digitization.

2. Research Methods

This study conducted a research on the transformation of human resources digital shared service centers using Huawei as an example through literature and case analysis. The author has consulted a large number of cutting-edge journals and related research literature, systematically sorting out relevant literature on human resource management, enterprise digital transformation, and human resource sharing service centers, in order to provide a solid theoretical basis for the research in this article. And based on Huawei's current human resource management and digital transformation operations, identify the shortcomings in the operation of the human resource digital sharing service center, and propose countermeasures accordingly^[2].

3. Analysis of the Current Situation of Huawei's Human Resources Digital Transformation and Shared Service Center

3.1 Enterprise Background

Huawei Technology Co., Ltd. is a private communication technology company, mainly known for its business in electronic products, communication networks, cloud services, etc. We are a leading global provider of information and communication technology (ICT) solutions. With the opening of the 6th World Intelligence Conference in Tianjin on June 24, 2022, the Tianjin Municipal Party Committee Cyberspace Administration and Huawei jointly prepared the "Tianjin Urban Intelligent Agent White Paper", which proves that Huawei has made some achievements in digital transformation research.

3.2 Construction of Huawei's Three Pillars of Human Resources

According to official records, Huawei's human resources transformation was basically completed in 2013. Overseas business has been incorporated into the service delivery center. In 2016, Huawei faced the problem of data silos in its IT system and how to break traditional business models, introduce digital technology to transform new business models, improve enterprise efficiency, and enhance competitiveness. Therefore, Huawei began to have the idea of digital model transformation^[3].

At present, Huawei has preliminarily completed its digital transformation, but it is still in the stage of exploration and learning. Huawei is gradually beginning to apply digital technology to serve enterprises. By digitizing the supply chain, customers can quickly respond to their needs and serve them. Through intelligent business systems and digital technologies such as zero contact online transactions, fast and efficient full process digital management can be achieved. After the outbreak of the epidemic, remote work became the norm. In order to better solve the remote work problem of the global R&D system in multiple scenarios and ensure the normal operation of global R&D and daily work. Huawei empowers human resource management through digital technology, integrates human resources, and achieves human resource sharing to serve small and medium-sized enterprises. Huawei has utilized Huawei Cloud to aggregate over 2.3 million technical talents and development partners, and the market products of Huawei Cloud exceed 4500. This shows that Huawei's digitalization is playing an increasingly important role, and its development potential is worth looking forward to. It has great expectations for Huawei to build a human resources digital shared service center.

3.3 Analysis of Huawei's Three Pillars of Human Resources Construction Issues

(1) It is difficult for HR and employees to change their awareness. With the digital transformation, the original operation mode, relevant processes and systems of enterprises have changed, and the working methods of HR teams and employees have also changed. In order to adapt to the changes brought about by digital transformation and match the needs of enterprises, it is necessary to change the work awareness of HR teams and employees in response to the new environment of the enterprise.

(2) The construction of digital technology is not mature. At present, the problem of data leakage in China cannot be avoided. The existing network security technology cannot meet the needs of enterprise digital SSC transformation. The construction of the shared data technology system by enterprises is not unified enough, and it is difficult to collect data. There is also information lag. The

automatic consultation function of the data sharing system is unstable, and the full online process of talent management, employment preparation, employee training, and other business processes is not mature enough^[3].

4. Huawei Human Resources Digital Transformation Shared Service Center Strategy Analysis

4.1 Transforming Consciousness

As the plan for global digital human resource sharing services catches up with the schedule, HR teams and employees should adapt to the strategic needs of the enterprise, adopt a user centered service attitude, empower and serve each other based on the consensus and needs of the corporate culture, and work together to transform into a strategic talent. Digitalization reshapes all employees of the enterprise. Advanced digital systems can also be used to complete the repetitive and tedious tasks of human resource sharing service centers, helping HR unlock more energy and giving them more time and energy to do valuable business.

4.2 Optimizing Human Resource Shared Service Center Technology

(1) Optimize the ecosystem of human resource sharing service centers

Applying digital technology to optimize the human resource sharing service ecosystem, achieving online and self-service services throughout the entire process of enterprise human resource services. Building a unified and centralized data platform for enterprise sharing, making data clear and transparent, enabling data to flow more effectively, improving operational efficiency, and enhancing the decision-making ability of HR managers. Integrate internal and external resources of human resources, build a big data warehouse with a human resource theme, and build a fully open shared resource platform for all employees of the enterprise, so that the enterprise has an ecosystem for tracking and analyzing data and a creative technical platform in human resource management.

(2) The Human Resources Shared Service Center connects to the enterprise data exchange space

By utilizing Huawei's enterprise data exchange space technology, the human resource sharing service center can operate efficiently. Huawei has opened over 20 data exchange spaces across

Huawei and its partners, covering 5 service business areas, and has launched 25 types of data assets, achieving more than 6000 effective exchanges, fully unleashing the productivity of enterprise digitization. Using this technology to provide enterprises with a large amount of data and integrate data raw material resources for the enterprise sharing platform center^[4].

(3) Building a unified digital service platform
Based on the centralized data of the enterprise, establish an analysis model of digital scenarios that can quantify the human resource sharing service center and track and retrieve data in real-time, thereby upgrading and optimizing the operation and management of the human resource sharing service center. By combining big data algorithms with professional knowledge in human resources, we aim to create a human resources shared service center and establish a set of business modeling and analysis process loops that enable the center to operate normally. This includes defining process loops between enterprises, departments within enterprises, and business units, as well as formulating operational strategies and management decisions Starting from the management of talent and other business scenarios, the HR department tracks and evaluates the business through scenario analysis models, achieving a closed-loop degree of business process analysis, normalizing the work of human resource operation management, and improving the standard definition, quantification, and digital reform and innovation of the digital operation of the human resource sharing service center, The goal is to continuously explore the value of human resources big data and achieve data-driven decision-making^[5].

(4) Optimizing feedback mechanisms and a system based on digital technology analysis for decision-making

Integrate it into various aspects of strategy formulation, business segment operation, and personnel flow management through a business process oriented digital platform. By combining digital technology with enterprise operation strategies, a closed-loop human resource sharing service center operation management process is formed. Enable the Human Resources Shared Service Center to solve the digital operation of shared services

through the application of digital tools. Through the intelligent multi-dimensional employee profile analysis function of digital technology, understand the current situation of employee satisfaction with the company and their own work status. Based on this, provide personalized and intelligent human resource self-service for enterprise organizations and employees, in order to optimize the feedback system.

5. Conclusion

With the development trend of the global digital economy, digitalization has been on the rise, and in the future, most enterprises will inevitably join the ranks of digital transformation. Huawei's successful digital transformation lies in its sufficient advantages. The construction of a human resources digital sharing service center largely depends on digital transformation. The prerequisite for the digital transformation of human resource sharing service centers is the success of enterprise digital transformation, and the superior conditions for enterprise resource integration. Therefore, it is difficult for small enterprises to establish human resource digital sharing service centers in the next few years. It is recommended that small enterprises and some medium-sized enterprises purchase the tools of large enterprise human resource digital sharing service platforms for digital transformation if they have the conditions, After all, the underlying logic of digital transformation in human resource management is the evolution of tools. Without conditions, we must work steadily and wait for opportunities.

The transformation of digital human resource sharing service centers is still in the initial exploration stage, and requires the joint exploration of the country, enterprises, and

scholars. The life of digital transformation lies in data applications, and the core of service sharing platform digitization is data applications. The pressure to build a human resources digital sharing service center lies in the transformation of enterprise concepts, the challenge and transformation of data information application technology and the combination of enterprise business strategies.

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