

# Research on Alibaba company's Digital Human Resource management and Recruitment Information Platform: A systematic case study

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## ABSTRACT

In the 21st century, As data-based human resource management, AI HRM technologists and digital recruitment have become a major trend in the development of enterprises, the multi-faceted video interview artifact will help enterprises to digitally transform their recruitment and create a revolution in video interview efficiency. Although Human resource management, digital recruitment, and the training of talents have gained a lot of experience and methodology. Moreover, This study also uses the Documentary analysis and TAM theoretical model for analysis. The aspect of digital human resource management includes many factors. Alibaba company starts from the human business and human resource meets the end of the business. Alibaba company defines five key end-to-end digital processes and specifications here: employee onboarding, employee deployment, and employee satisfaction. Performance-based compensation, employee ability training, and employee turnover optimization. To sum up, The research of this paper mainly uses the mixed method of qualitative analysis and quantitative mixed analysis to conduct research and analysis, and uses excel or SPSS 27 software to perform ANOVA analysis on the sample data, and concludes the importance of human resources digitization and recruitment to Ali-baba company. The findings of the study not only not only deepen the research on the development of digital human resource management in enterprises, but also provide valuable reference for the research and development of AI technology and new digital technology for human resource management and recruitment platforms.

## KEYWORDS

Data-based human resource management; AI technology; Digital recruitment; ANOVA analysis; Qualitative and Quantitative mixed analysis

## 1. INTRODUCTION

This study introduces the advantages and innovations of Alibaba's digital HR management and digital recruitment. Through digitization and information systems, Alibaba can help Alibaba greatly in human resource management and talent recruitment within the company, and can comprehensively monitor and evaluate talent training and recruitment processes (Khanam, L., Uddin, M.A. and Mahfuz,

M.A., 2015). Alibaba corporate has improved data-base and AI human resource management and talent recruitment management through the following technologies and digital transformation means;

- (1) Build a human resources big data, AI technologies and data analysis system to gain insight into data and drive innovation.
- (2) Establish a scenario-based analysis model, and force iteratively to improve the digitization and quantification of human resources operation management and talent management.
- (3) Improve the system of "taking data and data analysis as the basis for decision-making ", and integrate it into all aspects of strategy formulation, business operation, and employee management through a business-process-based digital platform.

Alibaba's digital transformation of human resources management needs to start with a digital workplace, with business digitization as the starting point, operational benefit digitization, and decision-making digitization as nodes, to create a closed-loop of human resource management digitization (Khanam, L., Uddin, M.A. and Mahfuz, M.A., 2015). The purpose is to comprehensively improve digital capabilities, so that "digital thinking" runs through all aspects of business management related to "employee and human resources".

## **2. LITERATURE REVIEW**

### **2.1. Research Questions and Motivation**

Furthermore, this paper studies the digital management and AI recruitment informatization of human resource management. Through the use case analysis of Alibaba, a well-known Internet company, it can better help companies understand and understand the important role of digitalization in human resource management and talent recruitment (Khanam, L., Uddin, M.A. and Mahfuz, M.A., 2015). Alibaba Company's digital transformation of human resource management integrates many technologies to define the employee experience with a user mindset, freeing up human resources (HR) time to fully perform their role. Consequently, The emergence of new technologies enables HR departments to explore innovative tools to recruit high-potential talents, formulate more scientific offers, simulate and design more reasonable employee numbers, improve employee performance, provide more development opportunities, attract and retain Top talent and more. Excellent enterprises with successful digital transformation can make the best use of their talents and materials. Alibaba matches existing employees according to their characteristics and the requirements of the organization in the digital age, which greatly increases the scientific degree of evaluation and judgment. The personnel instability and organizational instability are minimized in Chengdu, thus ensuring the successful implementation of digital transformation. Alibaba's digital technology has changed the business logic of the company. Besides, This study also uses the TAM theoretical model for analysis. Digital transformation is the reshaping or adjustment of the corporate strategy. The talents who implement the corporate strategy also need to be redefined. With the help of the role and trend of digital technology in the field of human resource management, using "digital thinking" to follow the trend, creating a talent supply chain that matches the corporate strategy, and establishing a management mechanism that conforms to digital talent is the human resource management department. Likewise, The inevitable choice for the challenges of talent management in the research era.

Hence, this study is arranged as follows; Section 2 presents the literature review, research questions, Section 3 presents the theoretical basis and model, research hypothesis, variable statements. Section 4 presents the method and data analysis. Finally, Section 5 presents the discussion, limitation, and conclusions.

## 2.2. Research Objectives

Furthermore, As noted in the problem statement, the general and specific objectives of this research study are as follow: The general objective of this study is to identify the challenges faced by HRM Digital transformation in Alibaba and specific objectives as stated below: The digitization of HR refers to the increasing use of digital technologies to advance HR's business goals. For too long, HR professionals have mostly worked in isolation, performing their day-to-day management duties religiously. However, even HR is undergoing a complete transformation due to rapidly changing digital technologies. Hundreds of software vendors on the Internet in China are transforming HR processes as we know them with breakthrough technology (Khanam, L., Uddin, M.A. and Mahfuz, M.A., 2015). And the HR departments are embracing ownership of information technology systems to automate their processes and drive business goals. Whether it's employing an advanced recruitment management system for automated recruitment, or Alibaba's cloud-based HR digitization system, digitization is blurring the lines between information technology and other business functions such as human resources (El Ouiridi, M., El Ouiridi, A., Segers, J. and Pais, I., 2016).

## 2.3. Significance of the study

Indeed, This study empirically explores in detail the challenges faced by human resource management and Recruitment management in the HRM industry, For Alibaba company, the transformation of digital human resources is very important. Many large and medium-sized enterprises do not have the digital construction and transformation of human resources, and many small enterprises are not a reality because it is not necessary. But there is no doubt about the importance of HR data management, and a lot of our happiness and pain comes from it. In the past two years, some general-purpose software for small and medium-sized enterprises has appeared, which is convenient and easy to use and has continuously improved the digital capabilities of human resource management and AI technologies (El Ouiridi, M., El Ouiridi, A., Segers, J. and Pais, I., 2016). However, the improvement of the management foundation still cannot keep up with the advancement of cutting-edge technology. While many companies are still improving the basic information system, the "digital transformation of human resources" has quietly begun. The representative ones are cloudification, BI, and AI. This study focuses on HRM Digital transformation and the challenges faced by human resource management in Alibaba. In the future, research can be extended to other industries on HRM Digital innovation.

Additionally, Based on the above studies, this study's research scopes will cover only the HRM industry in Alibaba and coverage will be limited to Human resource management and digital transformation. Besides that, the researcher will focus only on the challenges faced by HRM Digital transformation of alibaba's corporate. Furthermore, this study researcher will focus on the opportunities available for digital management and technology innovation in the HRM industry in alibaba's corporate. From this research paper, the author put forward the following research questions.

RQ1. How Team coordination and work activities assistance affects the transformation of human resources in Chinese technology companies?

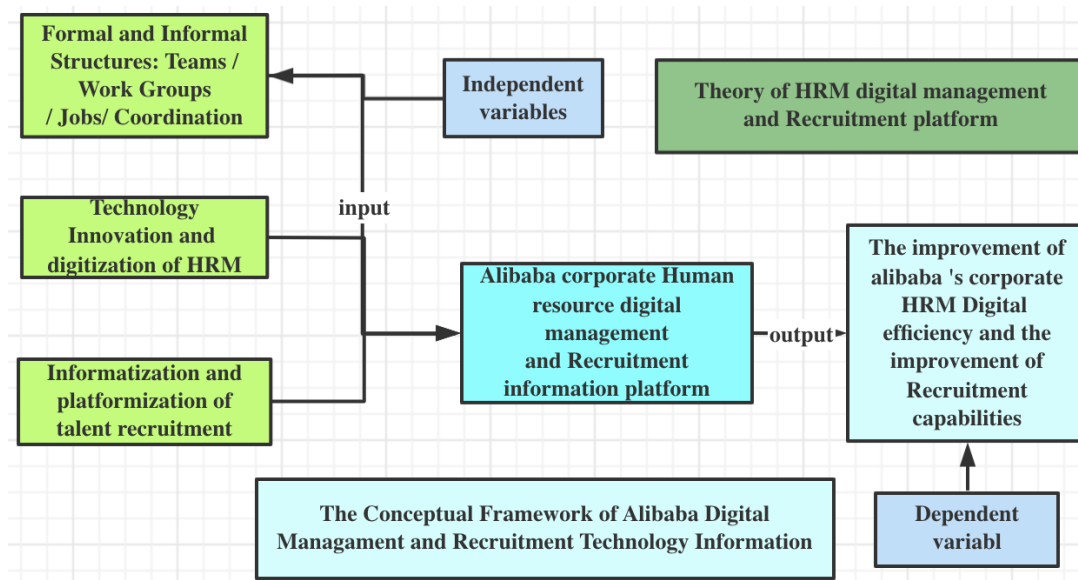
RQ2. What is the design idea of the HRM and digitization? How do technological innovation and digital human resources technology, including AI technology, affect the company's human resources recruitment and human resources digital management?

RQ3. How do informatization and platform-based human resources recruitment and management affect corporate human resource management? What factors influence the management and change of human resources in Chinese technology companies?

### 3. METHODOLOGY

#### 3.1. Conceptual Framework of Research model

Below is the conceptual framework for this study which illustrates the few challenges faced by Digital human resource management and recruitment transformation in the HRM industry over the Chinese Internet Companies.



**Figure 1.** The conceptual framework of Alibaba's Human Resource Management Digital and Recruitment Platform.

Furthermore, Base on above Figure 1's description and analysis, we can see that Human Resource digital management learning often happens spontaneously and unconsciously without any prior stated objectives regarding learning outcomes, but it has the potential to prepare to think critically and solve complex human resource digital management problems, work performance, work efficiently and has more autonomy independence in the learning process [3 independent variables and 1 dependent variable]. Alibaba corporate's human resource digital management requires not only digital technological, Recruitment platform but also a digital upgrade of its human resource department structure, as well as the human resource management and the improvement of staff working efficiency (Ahlemann, F., 2016). On the other hand, based on the above conceptual framework, we can also see that Alibaba's human resources digitization, AI digitization and recruitment informatization have three hypotheses verifications testing and one output outcome.

Consequently, from the above my conceptual framework structure diagram 1, we also can see that the independent variable has 3 factors, the dependent variable, and another factor. These 3 independent variables are finally mapped to one dependent variable, which is Alibaba corporate's human resource digital management and information technology innovation, organization Upgrade and transformation of management organization structure, Enhanced agile project management, digital platform and technology Innovation.

The independent variables are as follows;

HRM Formal and Informal Structures: Teams / Work Groups

Technology Innovation and digitization of HRM

Informatization and platformization of talent recruitment

Dependent variable is as follows;

The improvement of alibaba firm's HRM Digital management and efficiency and the improvement of Recruitment capabilities

### **3.2. Hypothesis Development**

Furthermore, The Study Research Hypothesis illustrate Alibaba firm's human resource digital management and Recruitment information of The Hypotheses testing theory. A hypothesis is a suggested explanation of a phenomenon or reasoned proposal suggesting a possible correlation between multiple phenomena (Ahlemann, F., 2016). The research frameworks as illustrated above indicate the research hypothesis testing a specific objective. The outcomes of data analyses will be examined in detail to either accept or reject the research hypothesis, in order to answer the certain specific objectives described in the first chapter. The following sections will discuss the specific research hypothesis derived from the research objectives.

H1: There is a significant point between Technology HRM Formal and Informal Structures: Teams, Work Groups.

H2: There is a significant point between Technology Innovation and digitization of Alibaba's HRM.

H3: There is a significant point between Informatization and platformization of talent recruitment.

Furthermore, this study paper uses a combination of qualitative and quantitative research analysis to study the research and development and conclusions of Alibaba corporate's human resource digital management and recruitment technological platform. The main objectives of the investigation of this study are as follows:

- Research the emergence of procurement channels for effective recruitment,
- Research the effectiveness of each company's recruiting sources global business environment and
- Investigate recruitment sources suitable for different employees labor level.

The study is based on primary data collected through interviews and Questionnaire for HR personnel of Alibaba's main IT companies: The data is also collected from some current Alibaba employees through WeChat software, Kakao talk, Feishu software, LinkedIn software, and other communication software to collect sample data and other sources. There are many ways to recruit talent through digital and informatization, and most organizations will use a combination of two or more of these methods in the recruitment process or Provide their overall recruitment strategy (Singh, K. and Sharma, S., 2014).. Based on the above discussion, the research in this paper has the organizations surveyed were found to mostly use the following procurement.

Recruitment channels:

- (1) Employee recommendation, Employee Hiring.
- (2) Campus recruitment, Student recruitment.
- (3) Advertising, Mobile Advertising.
- (4) Recruitment agencies/consultants.
- (5) Workplace/Portal.
- (6) Company website/Mobile website or APPs.
- (7) Social media (LinkedIn, Facebook, Kakao, Wechat, and Douyin etc.).

## 4. DISCUSSION AND RESULTS

### 4.1. Sample Size

Furthermore, we used a quantitative research method with a random sampling technique. Similarly, this study employed a cross-sectional investigation design, gathering data within one month. Respondents were made aware of the scope and purpose of the research and assured of strict confidentiality (Singh, K. and Sharma, S., 2014). One hundred questionnaires were distributed online to managers employed in various Cement companies through Wechat, WhatsApp, Facebook, and email links.

### 4.2. Measurements

To measure all these variables, we have taken an adapted questionnaire. We utilized a 5-point Likert scale for all study variables, ranging from 1 = strongly disagree to 5 = strongly agree. This work focuses on both these two metrics. Moreover, we measure nine items from the (Onik, M.M.H., Miraz, M.H. and Kim, C.S., 2018) scale for HRM. These nine components include recruiting and selection, training and development, and administration of performance appraisals. As an illustration, "the green hiring process is accorded a high emphasis." The range of factor loadings for digital HRM is between 0.690 and 0.842. Similarly, the Cronbach alpha and average variance extracted (AVE) values are 0.896 and 0.589, respectively. The questionnaire consisted of four variables (refer to Appendix A).

### 4.3. Data Analysis and Results

Additionally, In this study, we mainly studied systems human resource digital management and recruitment information analysis, this study used qualitative analysis, and quantitative analysis of the combination research methods for Alibaba's human resource digital management and recruitment technology innovation (Meijerink, J., Boons, M., Keegan, A. and Marler, J., 2021). The research methodology of this study paper use SPSS and Excel software as the analysis and statistical software of data samples. The sampling data studied in this paper randomly found 100 employees working in Alibaba firm and conducted a simple survey and data collection through WeChat software's questionnaires. The sample data were analyzed by the ANOVA data statistical analysis method. The application and promotion of management digitalization and recruitment informatization in Alibaba corporate (El Ouiridi, M., El Ouiridi, A., Segers, J. and Pais, I., 2016). This paper collects sample data in the form of sending electronic questionnaires to 100 current employees of Alibaba by sending out a questionnaire survey. In this study, runtime performance refers to the total duration required for a solution to execute. The questions mainly focus on the scores of digitalization to improve human resource management performance, digitalization to improve human resources training, digitalization and informatization Improve the convenience of recruitment, the score is from 1 to 5, 1 represents the lowest score for digitalization and informatization improvement, and 5 is the highest score as well. The empirical results of the research models are summarized in the coming Table 2 and Table3.

Here is ANOVA Analysis and Linear regression testing analysis results as follows.

We set up the Significance level is 0.05

$$H_0: \mu_{\text{Team}} = \mu_{\text{Technology}} = \mu_{\text{Talent}} \quad (1)$$

$$H_1: \mu_{\text{Team}} \neq \mu_{\text{Technology}} \neq \mu_{\text{Talent}} \quad (2)$$

**Table 1.** ANOVA table of Research model

| ANOVA      |    |          |          |          |                |
|------------|----|----------|----------|----------|----------------|
|            | df | SS       | MS       | F        | Significance F |
| Regression | 3  | 31.60241 | 10.53414 | 67.30592 | 1.61E-23       |
| Residual   | 96 | 15.02509 | 0.156511 |          |                |
| Total      | 99 | 46.6275  |          |          |                |

Table 1 explains about the model significance. Based on the p- value under the Table 1, we know that we have a significant model as p-value is less than level of significance. This means that the model have predictability power and at least 1 independent variable could discuss or contribute towards the dependent variable HRM Digital management as well.

**Table 2.** Regression statistics

| SUMMARY OUTPUT        |          |
|-----------------------|----------|
| Regression Statistics |          |
| Multiple R            | 0.823264 |
| R Square              | 0.677763 |
| Adjusted R Square     | 0.667694 |
| Standard Error        | 0.395615 |
| Observations          | 100      |

From table 2, we can see that there exist strong relationship between the HRM Digital management satisfaction level and the 3 attributes towards it. Furthermore the adjusted r-square value which is about 67.78% gives an idea that the variability in the satisfaction level can be explained by the independent variables as whole about 67.78%.

**Table 3.** Coefficients Table

| Variable                         | Coeffi<br>cients | Standar<br>d Error | t Stat       | P-value      | Lower<br>95% | Upper<br>95% | Lower<br>95.0% | Upper<br>95.0% |
|----------------------------------|------------------|--------------------|--------------|--------------|--------------|--------------|----------------|----------------|
| Intercept                        | 0.5391<br>75     | 0.2026<br>82       | 2.660<br>201 | 0.0091<br>53 | 0.136<br>854 | 0.941<br>495 | 0.136<br>854   | 0.941<br>495   |
| HRM<br>Teams /<br>Work<br>Groups | 0.1860<br>32     | 0.0915<br>82       | 2.031<br>319 | 0.0449<br>87 | 0.004<br>243 | 0.367<br>821 | 0.004<br>243   | 0.367<br>821   |
| Technology<br>Innovation         | 0.2786<br>25     | 0.0916<br>73       | 3.039<br>332 | 0.0030<br>55 | 0.096<br>655 | 0.460<br>595 | 0.096<br>655   | 0.460<br>595   |
| talent<br>recruitment            | 0.3800<br>36     | 0.0946<br>39       | 4.015<br>657 | 0.0001<br>18 | 0.192<br>18  | 0.567<br>892 | 0.192<br>18    | 0.567<br>892   |

Based on the Table 3, out of 4 factors, 3 factors are statistically contributing towards HR digital management satisfaction level. The model can be written as Overall HRM digital management satisfaction = 0.54+0.186 (Teams / Work Groups) + 0.279(Technology Innovation) + 0.3800(talent

recruitment). In order to verify the hypotheses, this study conducted ANOVA analyses for each path. The relationship statistics showed that both T-value and p-values were significant.

Based on the coefficients we can conclude that talent recruitment influence the HRM digital management satisfaction scores the most and followed by Technology Innovation and digitization of HRM, Teams / Work Groups as well.

Since this study collected data through the cross-sectional approach, common method bias might be an issue in the measurement model. Moreover, through the quantitative, Dormancy data analysis and qualitative theoretical research of the research objects, everyone can understand the research objects and research results of this paper. The analysis was conducted to investigate which sourcing channel is most commonly used in most of the Alibaba Company's human resource management and leading organizations for hiring the required candidate.

With the advancement of information technology, AI technology and Human resource digital transportation improvements, Through ANOVA analysis of sample data, we can see that Alibaba's digital transformation of human resources is a process of continuous iteration and evolution. From 1.0 personnel information system based on recording personnel data, to 2.0 human resource management system (EHR) based on HR department business management, and now using mobile Internet, cloud computing, big data, artificial intelligence, and other new technologies as means, the 3.0 digital human resource management cloud platform (DHR) with the goal of "intelligent collaboration, empowering employees, AI technologies, and activating the organization", AI technology continues to promote the digital transformation and upgrading of human resource management. Talent recruitment and training are also managed and recruited based on digital and cloud computing services. Based on the new generation of Internet technology, Alibaba provides intelligent human cloud services and big data, leading enterprises to complete the digital evolution and upgrade from "EHR" to "DHR" information platforms (Vardarlier, P. and Ozsahin, M., 2021).

## 5. CONCLUSIONS

Furthermore, Through the detailed introduction of this article, we can see that Chinese technological companies need many efforts and innovations in the process of Alibaba's human resource digital management, human performance upgrade and they need to continuously carry out digital management and information platform. Furthermore, according to the above research and data analysis, we can see that Alibaba's human resources, as an important part of enterprise management, are also undergoing profound changes brought about by digitalization (Vardarlier, P. and Ozsahin, M., 2021). To quickly respond to the new business environment and external changes, more and more enterprises are redesigning their future-oriented organizations, from a hierarchical organizational structure to a highly empowered and agile team network structure. The rise of social enterprises, the gig economy, and the rise of freelancers have also allowed connections to break through organizational boundaries. Through Alibaba's digital human resources improvement and talent informatization (Bondarouk, T.V. and Ruđ, H.J., 2009), through a series of data investigation and analysis, Digital recruitment also can help Alibaba firm quickly and accurately find suitable candidates and talents. Alibaba's digitization helps human resource management transition from intuition, feeling, and experience to vectorization, precision, and refinement. Alibaba's intelligent HR premium version is the latest upgrade of Alibaba DingTalk software's intelligent HR products. Based on SSC, job transfer, entry, resignation, regularization, roster, promotion, employee care), the digital human platform has added automatic calculation of salary and year-end bonus, one-click generation of the latest tax declaration, one-click generation of salary slips, social security provident fund online Calculation and other functions liberate HR from tedious report analysis and salary statistics. The results of this research have theoretical contributions to several areas of research. We can see that HRM digitalization theory and AI technology has the following three development trends in human resources management;



(1) Digital workplace: Apply modern technologies (such as DiWork, Facebook Workplace, Microsoft Teams, etc.) to create a unified digital workplace, improve the collaborative efficiency of teamwork, reduce team communication costs, improve employee engagement and sense of mission, and improve Team productivity.

(2) Digital human resources operation: The human resources department will transform itself to realize digital operation, and realize the process and automation of human resource management through end-to-end processes (Bondarouk, T.V. and Ruđ, H.J., 2009); improve the overall experience of employees through intelligent employee services; Human resource Management, employee management, to create a talent supply chain that meets the needs of corporate strategic development.

(3) Digital decision-making: The establishment of a data-based talent recruitment system, including internal data decision and external data, through intelligent analysis, to understand the current situation of organizational talent management, the competitiveness of the talent market, and effectively predict the problems and problems that talent management may face in the future (Strohmeier, S., 2020). Challenges to help organizations make more scientific talent decisions.

In summaries, according to the above research survey and description, The sample observations studied in this paper is due to the company's questionnaire survey, so the limitation of this paper is that the number of research samples in this paper is limited, and only about 100 questionnaire data can be collected for statistical analysis and analysis of the theme and conclusion of this paper (Strohmeier, S., 2020). It is hoped that the research in this paper can help many enterprises to improve their digital management of human resources management and information-based talent recruitment. Although this paper successfully derives conclusions through case studies, it acknowledges the existence of numerous issues yet to be explored and discussed.

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Ethics approval was not required for this research.

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## APPENDIX A. MEASUREMENT ITEMS AND SOURCES.

| Variable                                                                                                                | Measure Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Source                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HRM Formal and Informal Structures: Teams / Work Groups                                                                 | <p>KOCS1. Formal structure in digital HRM has a positive effect on team stability and recruiting talent.</p> <p>KOS2. The formal structure in human resources can actively promote corporate employees or teams, allowing employees to integrate into team work in a very standardized manner, and also allowing the team to have clear rules for employees to complete tasks.</p> <p>KOS3. The informal structure in human resources actively promotes corporate employees or teams, allowing employees to integrate into team work in a very standardized manner, such as through some informal activities such as team building, parties, incentive activities, and team outings.</p> | Meijerink, J., Boons, M., Keegan, A. and Marler, J., 2021, Sinha, V. and Thaly, P., 2013                                                                                 |
| Technology Innovation and digitization of HRM                                                                           | <p>TI1. Technology innovation has processes for absorbing knowledge and digital platform using AI GPT or AI technologies from individuals into the organization.</p> <p>TI2. Digital human resources platforms and technologies have a lot of demand for technological innovation and can help enterprises continue to improve their technological innovation.</p> <p>TI3. Technology innovation of HRM has processes for making AI GPT or AI knowledge accessible to those who need it, such as Using ChatGPT, Copilot or Wenxin AI Model to generate some digital HRM knowledges.</p>                                                                                                  | El Ouiridi, M., El Ouiridi, A., Segers, J. and Pais, I., 2016, Strohmeier, S., 2012, Onik, M.M.H., Miraz, M.H. and Kim, C.S., 2018                                       |
| Informatization and platformization of talent recruitment                                                               | <p>OL1. Platformization and informatization are very critical for enterprise human resource management. Human resources employees can learn or acquire a lot of new relevant knowledge, and organizational members have acquired some key capabilities and continue to learn and train new technical skills and courses.</p> <p>OL2. Platformization and informatization are also very important for corporate human resource management recruitment. In recruiting talents, informatization and platform capabilities can quickly help companies recruit suitable talents in the digital era.</p>                                                                                       | El Ouiridi, M., El Ouiridi, A., Segers, J. and Pais, I., 2016, Strohmeier, S., 2012, Onik, M.M.H., Miraz, M.H. and Kim, C.S., 2018, Vardarlier, P. and Ozsahin, M., 2021 |
| The improvement of alibaba firm's HRM Digital management and efficiency and the improvement of Recruitment capabilities | <p>HRMDT1. The upgrade of corporate digital human resources platforms and recruitment platforms has a lot of positive effects on corporate human resources and recruitment.</p> <p>HRMDT2. Enterprise digital AI, artificial intelligence technology, and new technologies also have a positive role in promoting human resources and recruitment management. Including the application of AI technology, digital technology, and knowledge sharing.</p>                                                                                                                                                                                                                                 | Onik, M.M.H., Miraz, M.H. and Kim, C.S., 2018, Tajpour, Singh, K. and Sharma, S., 2014                                                                                   |