

# Adaptive Change of Human Resource Management from the Perspective of Digital Transformation: A case study of J Company

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**Abstract.** The age of digital and intellectualized technology is coming, bringing a profound challenge to enterprises. Especially confronted with the rapid development of media, it has battered the ecological environment of traditional media enterprises seriously. This paper analyzes the reasons why J Company adheres to the people-oriented management, differentiated training measures, and survival ways of employees. It prominently describes how this company makes tailored training plans for the new and old employees and creates a "2+2 integration" pattern aimed at their working competency, which innovates the unique training methods adapted to the digital development. In addition, it shows the social responsibility consciousness of J Company, efficient teams characterized by "three generations in age, three generations in skills" and other adaptive change measures of human resource management, which set an example for media in the reform.

**Keywords:** Digital transformation; Human resource management; Adaptive change; Media reform.

## 1. Introduction

With the advent of digital economy, digital transformation has become the critical way for organizations to achieve harmonious enterprise management and promote sustainable development. From the perspective of management decisions, human resource management based on the digital transformation can enable the managers to allocate resources more effectively in terms of development strategies[1,2]. From the perspective of corporate culture, digital human resource management can greatly spread cultural concepts within the enterprise, so that the people-oriented management concepts can be implemented. From the perspective of team composition, digital transformation means that the competency of team members needs to be rebuilt in the new era, so as to build high-performance teams adapted to the era of digital economy.

Studies have shown that the success or failure of both digital and traditional enterprises is closely related to adaptive change of management[3,4]. Enterprise management reform from the perspective of digital transformation is not a simple technology or management issue, but the introduction of new digital technology to reconstruct the operation mode and value creation mode of enterprises[5,6]. In fact, the transformation from industrial economy to digital economy has a profound impact on the adaptive change of enterprises, promotes the gradual transformation of organizational structure from bureaucratization to flatness, and makes enterprises present new characteristics such as high adaptability to rapid environmental changes and diversification of organizational innovation[6]. Under the background of digital economy strategy, traditional enterprises must break through the original path of value realization and carry out adaptive change of management. It should be noted that human resource, as the core resource of an enterprise, emphasizes the significance of "people" in the process of firm transformation. Therefore, it is inevitable to highlight the people-oriented adaptive reform of human resource management for enterprise transformation, which can effectively cope with the developmental opportunities and challenges in the information age.

In recent years, one of the critical reasons why many enterprises have stagnated or even gone backwards is that they have not carried out effective digital transformation and adaptive change of management at the crossroads, leading to organizational structure and business operation difficult to adapt to the rapid changing market environment. So how can firms achieve adaptive change in critical moments? Although existing researches show that management adaptive change is the key to

enterprises' digital transformation, there are few in-depth discussions on the realization process of adaptive change of enterprise human resource management from the perspective of process mechanism. In the case of J Company, this article analyzes its media competence reconstruction after the reform, performance management, employee relationship management. Also, it shows the digital transformation during the process of adaptive change of human resource management, hoping to offer practical reference for digital transformation of traditional enterprises.

## 2. Theoretical Basis and Literature Review

### 2.1 Adaptive Change of Management

From the biological definition, adaptability refers to that an individual or system can better adapt to environmental changes by improving genetic or behavioral characteristics, and retain the corresponding characteristics through heredity. Combining with management, the concept of adaptive management is formed. It was originally called adaptive environmental assessment and management, proposed by ecologists Holling and Walters in the 1970s. From the perspective of organization theory, adaptive management refers to an organization's appropriate response to environmental changes through management[7].

Studies have shown that adaptive management of enterprises can be analyzed from three different levels. First of all, from the industry level, it means survival of the fittest; Secondly, from the enterprise level, it shows different degrees of adaptation. High-performance enterprises tend to have high adaptability, while low-performance enterprises mostly mean low adaptability. Thirdly, from the perspective of the developmental stage of enterprises, it is high or low in different stages, or the length of adaptation is different[8].

In the path of enterprise digital reform, the transformation of new digital technology, business model, competition model, new human capital and relevant national laws and regulations are exogenous driving forces, while the entrepreneurial transformation spirit, team innovation consciousness, organizational learning and knowledge updating ability are endogenous driving forces[5]. Through emergencies or external shocks and self-reform or exploring learning, adaptive management is formed, and the dependence on traditional developmental path is broken. So a new path of enterprise digital human resource management system is constructed successfully.

### 2.2 Adaptive Organizational Learning

Organizational learning is an important way for enterprises to adapt to the environment. Through the harmonious use of prior and new knowledge, and the employee knowledge sharing on the basis of improvement of the organizational behavior adjusted to external environment, firms can internalize knowledge to promote the formation of organizational learning atmosphere[5].

The digital transformation needs enterprises to carry on the adaptive change of management which needs enterprises to conduct the adaptive organization learning. Adaptive organizational learning refers to that enterprises, by virtue of modern technology, give immediate feedback, make immediate adjustment and continuously reform knowledge exploration according to changing environment. It emphasizes the high flexibility of learning direction, methods and content, as well as the frequent interaction with the environment[9]. So adaptive organizational learning is indispensable in firms' digital transformation. Based on it, enterprises can perceive the emerging challenges and opportunities and develop competitiveness to cope with environmental changes. Therefore, adaptive organizational learning is a mode at the bottom of enterprises, which plays a fundamental role in supporting the survival and development of enterprises[10].

To sum up, through such organizational learning, traditional companies can keep up with the pace of digital development, and constantly adjust their organizational structure and capacity structure to form adaptive changes of management and realize digital transformation by optimizing the allocation of social and human resources reasonably.

### 2.3 People-oriented Socially Responsible Human Resource Management

Socially responsible human resource management (SRHRM) was first formally proposed by Shen and Zhu in 2011, but there is no unified standard for its definition in academic circles. Chinese scholars have positioned it as an employee-centered human resource management practice that improves corporate performance and sustainable development of organizations by influencing employees' CSR (Corporate Social Responsibility) concept and behavior.

At present, scholars at home and abroad mainly divide SRHRM into four dimensions. Shen and Benson treated it as a single dimension, based on data analysis of 35 manufacturing firms in 2010 that are broadly representative of Chinese business organizations[11]. Nie et al. divided SRHRM into two dimensions, namely human resource management practice driven by labor law and employee-oriented human resource management practice, based on a sample survey of 212 female employees from 8 different industries in Finland[12]. Shen and Zhu put forward the three-dimension model, namely Legal Compliance HRM, employee-oriented HRM and General CSR Facilitation HRM. LCHRM emphasizes equal employment opportunities, health and safety of employees, and working hours, etc. EOHRM emphasizes that enterprises should be employee-centered, meeting their needs, providing organizational support for them, and promoting employees' personal development. GFHRM emphasizes that employees can participate in general social responsibility practices, such as public welfare activities, donations for poverty alleviation, energy conservation and emission reduction, and measures to combat COVID-19[13]. Kundu and Gahlawat put forward the four-dimensional structure on the basis of three dimensions. Through interviews with 563 employees from 204 Indian enterprises in different industries, it is concluded that CSR practice of human resources has a significant impact on employees' turnover intention, and job satisfaction plays a completely mediating role in this mechanism[14].

## 3. Case analysis

This paper chooses J Company as a study case, mainly because it especially has human resource management reform characteristic among present domestic media enterprises. It realizes the fast steady development through adaptive change competency refactoring and performance management, establishing the new harmonious employee relations.

J Company focuses on providing news reports with local characteristics and culture, involving multiple channels for citizens' life service. It has a strong talent strength, technical advantages and powerful media group. From its inception to 2022, J Company has experienced four stages, namely initial development, glory, trough and transformation. This paper concentrates on the analysis of its stage of digital transformation.

### 3.1 "2 integration" talents training plan from "professional" to "non-professional"

"Traditional media requires a picture to be understood easily and makes good H5 performance, which seems to be the symbol of new media." After experiencing the glory of the peak, they have been declining continuously. Media workers are eager to change the current predicament, hoping to regain the identity and status of the mainstream communication channel.

In order to make traditional media workers adapt to the changes in their competency as soon as possible and ensure the smooth development of digital transformation, the company decides to first solve the problems of insufficient talents, excess traditional media employees and loss of core employees. J Company vigorously promotes reform of talent cultivation project, explores the new extension of the core business, and formulates a corresponding training program for both old and new employees to integrate their cross-boundary abilities. And it perfects the basic requirements based on post competency and discriminates different background staff for business promotion.

### **3.1.1 Integrate the competence of “text + video + production”**

J Company has reorganized the existing staff and decided to take “2 integration” measures in human resource management from the perspective of competency reconstruction. When it comes to where old employees should go, the enterprise focuses on the training of hard-core writing skills and sharp news identification skills of editors and reporters in their late 50s as much as possible. It encourages them teach new employees how to edit texts and how to spot valuable news. Managers believe that the old employees have enough professional knowledge while the new employees have new skills. In this way, while emphasizing the foundation and technology at the same time, the training platform should be built to polish the basic skills of new employees and standardize the requirements of text proofreading, so as to conduct one-to-one editing training and teaching for new employees. One article a day, from writing to editing to proofreading and then to the use of punctuation, the old generation teaches the new generation hand in hand. In terms of how to contact news sources, how to efficiently dock and how to ask questions in the interviews, the old staff will guide the new staff step by step in the process of news gathering and editing, and let the former integrated into the latter deeply. This not only gives full play to the enthusiasm of the old staff, but also strengthens the harmonious relationship between the old and new staff.

For young and middle-aged editors in their 40s, considering that their careers will continue for a long time, they are required to be competent in “text + video + production”. J Company lets them go out and participate in some professional learning of media skills, and incorporates the learning process and results into performance appraisal. From digital, fly line editing, special effects, mixed graphics to reporting, efficiency processing, and even sound adjustment, there must be a certain level of professional requirements like learning multimedia editing, and all the contents learned by all employees need to be assessed.

### **3.1.2 Integrate the cultural atmosphere of “respect” and “help”**

For new employees, J Company recruits them on the basis of fully integrated media standards. They develop supporting media courses, advocate full training, strengthen training assessment, cultivate internal training faculty, and innovate curriculum content. In terms of specific measures, it has taken charge of All-media Talent Team Training Project Plan, and made the annual Education and Training Plan for Cadres and Talent Teams since 2017, gradually realizing the updating of traditional employees’ consciousness and skills. By this way, the firm has solved the structural dislocation between the demand and supply of human resources gradually. At the same time, more opportunities to learn and show themselves (work as internal trainers on a voluntary basis) are given to keep core employees. The above training measures not only improve employees’ working skills and adapt to the developmental requirements of media convergence, but also enhance their sense of belonging to the company. Seasoned editors and journalists who are about to retire are encouraged to transfer to administrative posts and supporting positions voluntarily. The overall purpose of this measure is to not let one employee left behind. It conducts cross-boundary learning and training for them to let all employees master various abilities based on post value. Finally, it is breaking down the boundaries of traditional media, making it to modern media with much professional competence, and constructing a new competency model for media personnel in the era of media convergence.

### **3.2 “2 integration” labor-management relations from “individual combat” to “team work”**

Under the circumstances of the complex environment, intense market competition, various decision-making factors, new technology emerging, indispensable business model innovation and employees having a strong desire for self-growth, print media tends to transform to high-tech. J Company, with open culture, constantly seeks to break through the talent training mode of media enterprises. There is a need to refocus the overall goals of the organization in dynamic environment to achieve synergy in high-performance team management.

### 3.2.1 The integration of “harmonious” team relationship operation

“In the past, I only wrote a draft and handed it to the director after the interview. At best I interacted with the photojournalist about the pictures. Now a reporter needs to not only do tweets or videos, but also generate software, graphics, H5, page design...” The employees surveyed said so.

The work of modern media requires both news content and technical input, or to work together with technical staff to complete a task, advocating the whole team to carry out news module reports. In traditional paper media, one report by one person can move the whole page to make exclusive news, or even large-scale reports. A single “soldier” can be engaged in multiple business sectors, with outstanding individual combat ability. After the transformation of the newspaper, a reporter not only needs to operate WeChat official accounts, but also needs to host a channel on the client, so this job must be run by several reporters and editors. Top management team said: “In the past, reporters basically fight alone, run the mouth familiar, and soon the article was written out. Others wanted to join but could not help. Only when there was a particularly important task, the newspaper office would set up a reporting team. Although it was collaborative, there is no direct correlation with each other. Even if you played badly, the progress of others would not be affected. Now it is different, just like shooting a video. Although journalists can shoot with their mobile phones, if you really want to shoot a special topic, or the theme is very important, you need to write a script, and journalists need to communicate with the director. Another example is page design. If you want your work to be beautiful, of course you need to work with an artist.”

Therefore, the working ecology of the company is like a small TV station after the transformation. The background participates in the comprehensive work and forms a complete and closed information system. The biggest change is that it looks like the journalist is still working on a news article, but he’s actually completing a perfect product. The production mode of news release has also been completely different. It needs to be team-based and performance-oriented, as well as create internal entrepreneurship team incubation, making the work center inclined to front-line production positions, talents in urgent need and core employees. Aiming at the characteristics of the media industry, J Company tries to incubate projects and cultivate talents to stimulate the work enthusiasm of core employees and give them more space to play through the mode of “entrepreneurial team”, which retains and makes good use of core employees. The success of the model of “entrepreneurial team” not only achieves considerable economic benefits, but also obtains social influence and cultivates a group of talents with new media sense for the company.

### 3.2.2 The integration of performance appraisal tools called “OKR” and “KPI”

Due to the change of business pattern, the dislocation of personnel structure and other reasons, J Company conducts a series of modular operation aiming to break the original organizational structure and create high-performance teams of “three generations in age, three generations in skills” in view of the current situation of insufficient new media talents, surplus of traditional media employees, loss of core employees. Employees in different generations can combine with staff with different skills, or editors around 50 years old will cooperate with newly hired millennials. According to the characters of employees from different backgrounds, it creates strategic high-performance teams, and encourages employees to foster strengths and circumvent weaknesses in the same team, helping both enterprises and employees reap more benefits.

Based on the contrast between OKR and KPI, the company focuses on competitive strategies to create realistic and manageable goals around the key results of news on the client side. It is worth mentioning that OKR is more used and KPI is supplemented at the same time in J Company, which promotes firm performance and employee performance and greatly mobilizes the staff’s enthusiasm and activity. During the operation of the client, the team on duty a whole day will be highly motivated, and the excellent employees will be rewarded and given more freedom. The enthusiasm of employees is always emphasized. Through a series of measures, J Company has gradually established staff teams featured in “three generations in age, three generations in skills”, and explored mentoring practices, with the principle of social responsibility and employee orientation. In modern industries, it focuses

on commercial logic and management innovation, and gives play to the learning, imagination and innovation of all employees in the process of experiencing, feeling and thinking, looking forward to generating new product and bringing better experience to customers. Additionally, driven by the active promotion of the enterprise strategy encouraging innovation, it correspondingly and selectively adopts OKR as the assessment tool, which gradually narrows the salary gap among most people. These measures could not only improve the per capita income, but also make up the income gap before the transformation, so as to arouse the enthusiasm of employees and improve the efficiency of high-performance teams.

## 4. Discuss

The following further analyzes the logic and rationality of the adaptive change of human resource management of J Company in the digital transformation.

### 4.1 Why does J Company carry out “2+2 integration” human resource management?

Digital transformation is the general trend of paper media and the overall strategy of J Company. It is imperative to reconstruct employee competency to rebuild the ecological relationship under the changing environment, .

In view of media practitioners, one single skill is not enough to adapt to the rapid development in digital age and meet the diversified demands of customers. The abilities to shoot video and edit may be dispensable to a single media people. Old employees generally are unable to quickly learn new skills, so their career development needs to be paid more attention to. Considering this situation, J Company creates the “2 integration” measure of the competence of “text+video+production” and the cultural atmosphere of “respect” and “help” to ensure personal developmental needs of both new and old employees. The transformation of paper media has impacted the vital interests of some employees and the basic survival of old employees. As a enterprise specialized in disseminating culture, it highlights the cultural management in this critical transition period especially. An enterprise without culture is a hopeless enterprise, and an enterprise without faith is a hopeless enterprise. In this sense, enterprise cultural construction represents the internal requirement of the survival and development of enterprises in the market economy. Therefore, it goes without saying that rebuilding the post competency, shaping the corporate image, and optimizing the internal and external environment of the enterprise are crucial ways to realize the modernization of management, which reflects the special humanistic spirit of media enterprises. Harmonious labor-capital relations can provide impetus and guarantee for the rapid development of enterprises.

In addition, the arrival of media convergence has challenged a new kind of employee relationship management and further defined the operation of enterprise labor-capital relations. Fighting alone and individualism is no longer the business mode of firms, but team cooperation is the operation mode media enterprises should adopt more. In performance management, OKR, compared with KPI, focuses more on the joint goal setting and employees’ growth with their direct leaders, emphasizing the challenge, contribution and controllability of objectives and the measurability of key events. As a management communication tool of enterprises, OKR can measure employees’ contribution to the enterprise vision. It is suitable for positions where the market environment changes rapidly, team members need to cooperate closely, and employees should give play to their initiative and creativity in the era of creative and flexible knowledge economy. In conclusion, OKR is more appropriate for the performance management of J Company. Therefore, J Company adopts another “2 integration”, namely the integration of “harmonious” team relationship operation and the integration of performance appraisal tools called “OKR” and “KPI”.

## **4.2 To get rid of the management dilemma in the process of enterprise transformation, how does J Company implement the "people-oriented" human resource management mode?**

According to the following three dimensions of SRHRM, it is expounded respectively and summarized in Figure 1.

### **4.2.1 Legal Compliance HRM (LCHRM)**

Clear stipulation about employee behavior system. J Company is committed to formulating and improving the daily behavior standard of employees. For example, the company guarantees employee safety and electricity safety, emphasizes work environment and labor protection safety, and prevents industrial accident, etc. In addition, certain integrity rules and employee dress codes have been formulated, and each department can make dress codes by itself according to work needs. Through the improvement of various systems and the summary of laws and regulations, the newspaper actively adopts human resource management measures to comply with laws, fully safeguarding the interests of employees.

### **4.2.2 Employee-Oriented HRM (EOHRM)**

Establish a teaching-oriented organization to create a lifelong learning environment for employees. In order to make the workers adapt to the changes in their competency as soon as possible, managers lead the human resource administrative personnel into a line, figure out the new extension of core business, and formulate a corresponding training program for all employees to integrate their cross-boundary abilities. The basic requirement of the post competency force is given priority to and staff with different background is discriminated for business promotion. The company adopts "2+2 integration" measure to create a suitable environment for employees. Old workers around 50 years old has wealthy experience, so they are gathered to exert their hardcore writing ability and keen news discernment to teach new employees, constructing basic training platform. They provide one-to-one training and teaching for new employees according to the standard of text proofreading, and finally establishes a teaching-oriented organization.

Pay attention to the career development needs of employees from different backgrounds. For the old employees who are about to retire, they are encouraged to transfer to administrative posts and choose auxiliary posts voluntarily. For middle-aged editors around 40 years old, considering that their career will continue for a long time, they are required to be competent in integrating "text+video+production". They are encouraged to go out of work and participate in professional learning of integrating media skills, and the learning process and results are included in the performance assessment. For new employees, J Company recruits them based on the standards of Convergence Media, formulates supporting courses, advocates full staff training, strengthens training assessment, and innovates course content, etc. Thus, corresponding plans are made for each employee of different age groups to ensure their career developmental needs.

Create a relaxed and pleasant working environment. J Company implements flat management, asks colleagues not to call each other by their title but by their names, or call someone "Teacher" to show respect, reducing the distance between executives and ordinary workers, as well as making the managers and the managed more like the same level of colleagues. The change of organizational structure from bureaucracy to flatness has achieved the expected results, which has made fundamental changes in management efficiency and communication. From centralized control mode to humanized flexible management, from the authoritative organization collaboration to democratization negotiate cooperation, from the process management to performance management, the value orientation of media workers is constantly adjusting during the period. The value intervention of equality, openness, decentralization and cooperation is becoming a bright symbol, gradually integrating into everyone's daily behavior, creating a relaxed and pleasant working environment, and further ensuring the psychological state of the staff work.

### 4.2.3 General CSR Facilitation HRM (GFHRM)

User perception oriented. J Company takes doing news as its main task, always putting the quality of news content in the first place whether before or after transformation, with high-quality product supply and thoughtful service as the primary point to ensure customers’ maximized interests. The enterprise implants emotional and value factors in their products, connects a strong relationship with customers, and cultivates immersive user dependency. Through the connection across time and space, the scenes that have been separated in the past are connected to the greatest extent, guaranteeing that the information consumption and other life demands are no longer separate tracks. J Company constantly tries to capture the desire of users’ scenes, and provides centralized solutions accordingly, seeking the realization of product value in scenario-based services, .

Reward based on key results. The team focuses on content and competitive strategies to create achievable goals, and adopts OKR to motivate employees, improving the quality of news, and providing customers with more information. During the operation, the staff with outstanding work and achievements will be rewarded, the work of the staff with good response from customers will be recognized, and the enthusiasm of the staff will be emphasized. Through a series of measures to establish the “three generations in age, three generations in skills” team, it innovates the business logic and management logic. In the process of exploring, feeling and thinking business logic, all employees’ learning, imagination and innovation are brought into full play, providing users with the best product presentation. By encouraging innovation and adopting OKR, the salary gap of most people is narrowing, not only improving the per capita income, but also making up the income gap.

Ensure that employees have a sense of belonging. Senior editors and journalists who are about to retire are encouraged to transfer to administrative posts and choose supporting positions voluntarily. The general staff philosophy of the enterprise is not to dismiss any staff or let any staff fall behind. By carry out cross-field learning and training, all staff can be equipped with multiple abilities based on the post value, ensuring that employees have enough sense of belonging and security.

Employees are the most important stakeholders of an enterprise, so enterprises need to apply the people-oriented HRM mode, focusing on the growth of employees and the realization of self-value. As a unique HRM mode, SRHRM requires enterprises to fulfill their responsibilities to employees and other relevant stakeholders in the process of adaptive change of management. In recent years, the academia and the industry are advocating integrating corporate social responsibility into HRM mode of enterprises, and setting a good example for employees by SRHRM practical actions.

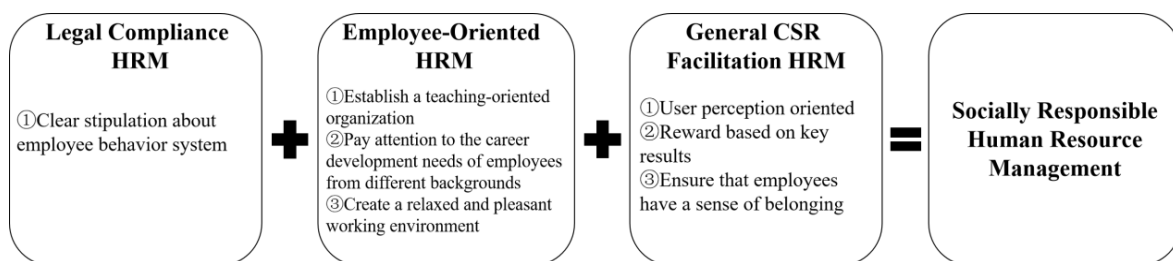


Fig. 1 SRHRM Path Analysis of J Company

### 4.3 Why does J Company adopt the strategy of “three generations in age, three generations in skills” in the process of transformation?

J Company gathers old employees to provide one-to-one training for new employees and establish teaching-oriented organization, which can be called Mentoring System in a sense.

The implementation of “three generations in age, three generations in skills” has great social value for the staff in addition to the improvement of self-ability and the realization of their own value. Three generations in age refers to that three generations of different age work together in a workplace. Three generations in skills means that the young employees have learned various modern technology in school, so they can teach the employees with semi-master digital technology and older employees without high-tech ability. Old employees pass on their unique methods in specific operation and

problem solving to new employees, while new employees transfer their modern technical knowledge to them. The process forms the scope of technology learning atmosphere for the three generations of the old, middle and young. The old have years' experience and precious accumulation passed down through generations, echoing social responsibility and employee orientation in the theory of SRHRM. Meanwhile, new employees teach them technology, enhancing the vitality of the old employees in the workplace, promoting to form a people-oriented corporate culture of mutual assistance and learning as well as harmony and sustainability, to meet the needs of new and old employees' career development and sense of belonging.

Confronted with the transformation of economic developmental pattern and the optimization of industrial structure, some industries encounter the problems such as insufficient skilled workers and structural employment problems. Through the implementation of Mentoring System, the lifelong vocational training system can be established and the skillful talent support will be provided for high-quality development and supply-side structural reform, helping new recruits fit into the team faster. The formation of the team's echelon construction also can let the "master" to experience more professional accomplishment, and effectively exercise the leadership.

By intergenerational interaction, J Company forms an atmosphere of mutual learning as well as forging ahead in unity, which is conducive to enhancing the pertinence and effectiveness of training in enterprise development and emphasizing the sufficient role of enterprise training subjects.

## 5. Summary and Enlightenment

### 5.1 Summary

Based on the theories of Adaptive Change of Management, Adaptive Organizational Learning and Socially Responsible Human Resource Management, this article takes J Company as an example to explore the mechanism of realizing adaptive human resource management change from the perspective of digital transformation, and draws the following conclusions:

Media convergence has rich connotation, and it needs to be promoted in a planned, arranged and hierarchical way in the implementation process. There is no fixed mode for media convergence. We should find a path tailored to the media itself. In the face of the difficulties in digital transformation, J Company takes a series of HRM measures that suit its development, provides a solid security for the realization of the firm strategy, and forms several high-performance teams, improving the coordinated development of both company and employees. When carrying on the transformation, it pays close attention to employee management problems, constructs a teaching-oriented organization and mentoring culture, advocates the flat organizational structure, and adopts the "2+2 integration". J Company advances the introduction of the backbone continuously, focuses on internal employee relationship management and the integration of KPI and OKR, insists on solving the difficulty in HRM, ensuring the implementation of strategic HRM to promote the realization of enterprise's overall strategy, so as to guarantee the sustainable development of J Company and help itself stand still and thrive in the flood of enterprise competition in the media industry.

### 5.2 Enlightenment

Faced with adaptive change, building a employee-oriented corporate culture is the foundation of staff well-being, establishing a learning organization is the critical guarantee of reform system, and building "three generations in age, three generations in skills" teams are the effective tools to enable management reform to be implemented. Through digital transformation, enterprises can adapt to changing environment and public demand quickly, and establish new core competitiveness.

J Company has a good foundation in technology and has formed its special corporate culture, which is not available in many traditional media enterprises. Therefore, whether the summary can be applied to other companies' transformation needs further consideration. Subsequent studies can expand the sample selection range to verify the generalization feasibility of this new HRM model.

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