Development Trend of Human Resource Management in the Internet Plus Era

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Abstract

The transformation of human resource management mode under Internet thinking can improve the personnel efficiency of traditional enterprises and become an important driving force for the transformation of enterprise business model. As a catalyst for enterprise development, human resources can change the original organizational cost and become a value-added center. This paper studies the development trend of human resource management in the Internet plus era. This paper proposes a KPI management system from user interaction to cultivating maker fan circle and then to all makers. Finally, this paper forms the "registered + online" human resource management mode, achieves the "slimming" effect of traditional organizations, and realizes the transformation of small and micro enterprises and all employees as makers. The experimental results show that the transformation scheme of human resource management is feasible and has certain value.

Keywords: *Internet plus, human resource management, mode transformation, KPI management system.*

I. Introduction

Internet thinking is endowed with nine connotations: user, simplicity, perfection, iteration, traffic, socialization, big data, platform and cross-border. In a word, the thinking mode based on the Internet itself and its derivative characteristics has subverted the traditional business model [1-2]. Different from the operation thinking of traditional enterprises, it is essentially an innovation of "user-centered" management concept.

Tesla in the United States has successfully transformed, making cars with the thinking of the Internet, subverting the technical and business model of the traditional automobile manufacturing industry. With the advent of the Internet age, where Chinese traditional enterprises will go is a topic worth exploring [3]. Whether an enterprise can keep up with the pace of the times and become a leader of the times is, in the final analysis, the transformation of people. The current situation of human resource management in traditional Chinese enterprises is worrying. Through the investigation and analysis of the past and current situation of human resources in Chinese traditional enterprises, it is found that their human resources management has the following four problems [4-6]:

(1) Personnel management ignores strategy: although traditional enterprises replace the signboard of the personnel department with the human resources department, the realistic function and role play have not undergone "qualitative" change, not strategic "human resources" management.

(2) Personnel management is lack of openness and painting is a prison. In the traditional household appliance industry, when it comes to personnel management, people usually think of the human resources department, that is, it is the business of the human resources department, not an open system for all staff.

(3) Human resource management is to seek, recruit, train, evaluate, assess and dismiss people according to the requirements of each department. It is to manage internal people, not resources, and integrate with the needs of the Department in advance.

(4) Personnel management focuses on assessment rather than training. Putting the cart before the horse: assessment is the most problematic link in human resource management. Most enterprises often don't know why to assess and what the assessment results are used for. Assessment has become a "serious form".

In view of this, human resources is doomed to be unable to become the axis Department of an enterprise in traditional enterprises. The thinking of the Internet tells us that the provision of any product or service should be "user-centered". User experience is not only the starting point of enterprises, but also the foothold of enterprises. If human resources want to become the core department in traditional enterprises, they must be associated with users.

II. Human Resource strategy from "human" to "ecosystem"

Under the Internet thinking, the traditional enterprise business model based on user interaction can be expressed as:

(1) Strategic positioning is embedded in Internet thinking: traditional enterprises should transform from corporate culture [7]. From the original idea of strictly controlling the quality, as long as the product quality is qualified, what I produce and what users buy, it has been changed to produce according to the needs of users. Where the user's pain point is, the enterprise's solution will suit the remedy to the case [8]. This requires enterprises to implant Internet thinking in the formulation of strategy.

(2) Dynamically optimized traditional enterprise formats: ① user demand based on user interaction is the starting point of traditional enterprises and the end of new formats. The driving force of the dynamic cycle of formats is always the needs of users. ② From the perspective of user needs, whoever catches the pain point of users is equivalent to grasping the core of Internet thinking, which affects the lifeblood of traditional enterprises. At the same time, user demand promotes the transformation of business model, so that user demand and Internet thinking form a joint force to jointly promote the subversion of a new business format. ③ The new business format has become the leader of the times, attracting first-class resources to make the cake bigger, so as to form an open ecosystem system. ④ The open ecosystem interacts with users, generates new user needs, and drives the next transformation period of new traditional enterprises. The cornerstone of the continuous subversion and innovation of enterprise business model is the user demand of user interaction, and users become the driving force of the enterprise.

(3) The supporting point of an open ecosystem is first-class talent resources: people, the core of the ecosystem, no longer become a tool for enterprise development, but a resource for enterprise development. Break the shackles of the original enterprise people, become an open resource system, and attract external first-class talent resources for the use of the enterprise, which can become the resources of the enterprise. Human resource management is no longer to manage people, but to manage the enterprise human resource ecosystem. Give full play to the initiative of resources and make the enterprise change from the original interaction between products and users to the interaction between people and users [9-10]. The inter-relationships between approaches in the field is shown in Figure 1.

Human resource management from managing people to managing ecosystem resources is a process of strategic transformation. We must build human resource strategy from the height of enterprise strategy. Human resource strategy breaks through the limitations of enterprise current situation on the basis of supporting enterprise strategy. Build an ecosystem of human strategic resources from the perspective of medium and long-term strategy to meet the dynamic adjustment of enterprises' established strategy and the change of market environment.

Fig 1: The inter-relationships between approaches in the field

The basis of human resource strategy: human resource management supports the development of enterprises. In turn, enterprise strategy is the basic condition of human resource strategy. It can meet the needs of the current development of the enterprise, and human resources can get living space. Therefore, the formulation of human resources strategy is based on the development of the enterprise ". At the same time, we should not be limited to the current situation of the enterprise, but seek a breakthrough in enterprise human resources according to the guidance of market economy, and find suitable people to lead the enterprise to break through the encirclement or continue to lead.

Top level structure of human resource strategy: human resource ecosystem supports and guides the development of enterprise strategy. Open first-class resources control high technology, user needs and market environment. First class resources not only provide diversified strategic guidance for enterprises, but also provide the implementation scheme of enterprise strategy. Therefore, the top-level structure of human resources strategy breaks through the current situation of the enterprise, opens up and introduces first-class resources to help the enterprise, and leads the enterprise to become the practitioner of the times. The performance of the top-level architecture is to open and attract first-class resources into the enterprise strategic platform. Based on the strategic foundation, building the top-level structure of the strategy and implementing the strategic operation of human resource management, we should start from the transformation of enterprise resource people. However, the focus is not to find someone, but to establish its appropriate mechanism system. On the one hand, it drives the enterprise people to transform themselves into resource people. On the other hand, it opens up and attracts first-class resources to enter the human resource ecosystem, and makes resources more competitive and innovative through dynamic optimization. Finally, the construction of human resource ecosystem should fall on "selection, education, retention and resignation", and realize the strategic transformation of enterprise human resource management through the dynamic mutual promotion of mechanism system and open resources.

III. Human Resource strategy and development trend

3.1 Human resources interaction mode

In the second decade of the 2l century, great changes have taken place in the object of human resource management. The post-60s and Post-70s who comply with the rules and regulations gradually withdraw from the working population, and the post-80s become the main population. The post-90s and post-00s have become the new mainstream population. The post-90s and post-00s hate the constraints of rigid system, pursue personality and freedom, and take the feeling at work as the primary goal. Human resource management must have Internet thinking, peddle "atmosphere" rather than "culture", peddle "agreement" rather than "system", peddle "income" rather than "pay", and peddle "prospect" rather than "ideal".
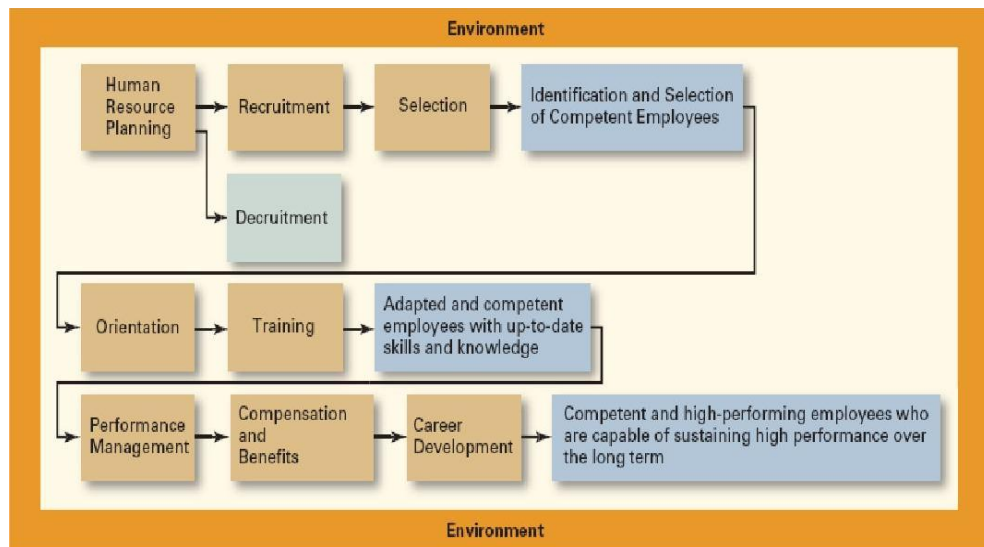
Fig 2: Basic process of human resource management

In human resources work, we should not use rigid systems to brush the scales of employees, but use flexible policies to touch the temperament of employees. For example, corporate culture is no longer written on the wall or shouting slogans every day, but permeated in employee activities, company meetings, work and life care, so that employees can feel the atmosphere of corporate culture, so as to understand and integrate into corporate culture; As for rewards and punishments, we need to encourage employees to express their inner demands through microblog, wechat and wechat public platforms, employee self-management Committee, etc., and then apply these demands to the rules and regulations in a flexible way. This open communication mode can get more recognition, so that the product is no longer attractive to internal employees, but social resources.

Human resource selection is no longer from the outside to the inside, but from the inside to the outside. Through the open interaction of enterprise employees, employees are driven to maintain their personality more actively and establish their own interactive circles. Then, employee circles build a large circle of enterprise human resources, so as to turn "talent selection" into a process of announcing needs and attracting people to take the initiative to find. The key work of human resources "selection" under Internet thinking is not recruitment, but the establishment of a first-class resource ecosystem, from the subversion of looking for people to the mode of looking for people: first of all, where is the candidate's network circle? Where are they active? People of different professions mix in different circles. Different forums, different websites, different QQ groups, different offline clubs, etc. if you are not familiar with these, it is difficult to find a channel to contact the target candidates.

In the past, it was said that when looking for high-end positions, they went to LinkedIn because they had to fill in English resumes with high comprehensive quality. Now, this boundary has been blurred. These public platforms still can not replace the value of the circle. When you find the circle, you find a "thread", which can wear many candidates. Secondly, can candidates be attracted in many recruitment information, and actively disseminate recruitment information to expand their influence? Compared with the initiative, excellent candidates can actively "close" will make the recruitment work more effective. So, is our recruitment attractive enough? To some extent, recruitment represents a company's style, culture, and even the view of talents. There are many interesting recruitment techniques abroad, which are worthy of our very serious study

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NSA's official twitter sent a paragraph of English letters that you can't understand. It looks like the random code played by the meow star at home on the computer desk by accidentally stepping on the keyboard. Is it a spoof of account theft? Netizens speculated one after another. The NSA spokesman later confirmed that this is actually their recruitment advertisement. As long as they can crack this string of random codes, they may get tickets to the NSA interview first. This is the online recruitment under the Internet thinking. The purpose of this recruitment is

updated and more focused. Only by attracting the eyes can we attract people faster, rather than looking for people one by one. The selection of people under the Internet thinking is no longer laborious and laborious from the crowd of people, or spending a huge amount of money to find a third-party organization to recruit on behalf of others. Instead, it focuses more on the characteristics of the enterprise, establishes its own resource ecosystem, attracts more people to pay attention through directional enterprise characteristics, and actively demands their possible value to the enterprise's products, Become a way for social people to realize their own value, so as to change the mode of looking for people. This is the value of human resource ecosystem.

3.2 Mechanism to attract talents

Whether the human resource ecosystem can operate effectively depends on the mechanism. How to establish a mechanism for enterprises to attract talents is the focus of human resource management research:

(1) From contribution to value: the original recruitment first talked with the candidate about whether they agree with the corporate culture, then about the contribution that individuals can bring to the enterprise, and then about salary, etc. the enterprise examines the candidate from the perspective of Party A. Under the Internet thinking, we pay more attention to the candidate's recognition of post value, and talk about the equivalence of contribution and value. For example, if we need a post with an annual salary of 300000, we can allow a person who has never had this salary experience to compete. Only if we can clearly express the post management plan and future development plan, the signed contract will no longer include salary, and we will give as much salary as the value of the post created.

(2) From work to entrepreneurship: the establishment of an open human resources ecosystem is to find more dynamic candidates, not a good man who works honestly. Doing the work right is not a result, and doing the work to the extreme is the value. The open "selecting" platform provides not a job opportunity, but an opportunity to start a business. Contribution = value. You can dare to think and do. If you create market value, it can be transformed into personal value. The model of I-RHM is shown in Figure 3.

(3) From the management platform: building an open human resources ecosystem will free human resources from management and transfer the management work to the construction of an open platform. On the one hand, this platform will attract more people to participate in entrepreneurship, on the other hand, it will drive rapid talent renewal. The key work of human resources will focus on the evaluation of talent value, which is more professional and focused. Key points of the mechanism to attract talents from entering: ① opening: human resources ecosystem resources are open, depending on the possibility of talents, rather than education and experience; ② interaction: human resources platform provides entrepreneurial opportunities and entrepreneurial environment, rather than institutional management; ③ value: clarify the value sharing principle of creating contribution in advance, break through the shackles of salary, enterprise value = employee value, and both enterprises and employees participate in the sharing role.
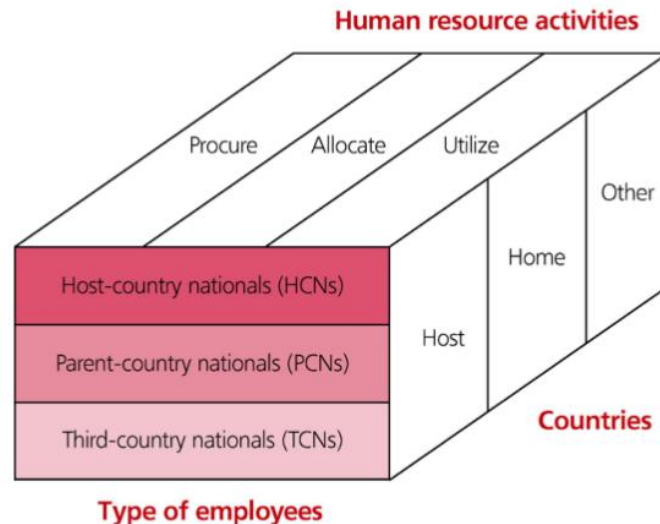
Fig 3: The model of I-RHM

3.3 Interactive training platform

Alibaba will vigorously cultivate potential employees. Deng Kangming said, "We will give him various trainings and opportunities to work in different business departments, so that he can contact different businesses in a relatively short time and exercise his abilities in all aspects. In order to cultivate some key figures, we even take risks and put him in an important position, even if he is not competent for this position at the moment. This method makes him young People grow up quickly. " In Sohu, once there are enough 20 new employees, the human resources department will organize an induction training to explain the company's history, culture, rules and regulations and the company's main business lines in detail. Then, the human resources department will organize new employees to do expansion training, so that employees can learn to challenge themselves, help others and integrate together in a tense and meaningful atmosphere Join the company team. So far, Sohu has more than a dozen groups of students. Employees from different departments communicate and work together, have outings and entertainment together, and have a particularly harmonious relationship. There are more than 600 people in the whole Sohu company. It is impossible for everyone to deal with them at ordinary work. Employees form their own small group through training, have a sense of belonging, and the working atmosphere is very harmonious Harmony. Compared with the flexible training programs of Internet companies, the human resource training system of traditional enterprises is more rigid and invariable. Generally speaking, the traditional enterprises only adopt the model of master with apprentice after the initial publicity of corporate culture and system, and the effect of this model is usually not very good. What is the reason for this phenomenon Because traditional enterprises do not pay attention to the interaction of the training system, do not really understand the needs of employees, and are not the organic combination of personalization and generality, there are inevitable defects.

In order for employees to show their personal expertise in their daily work and combine it with the needs of the enterprise, a normalized interactive training platform based on Internet thinking must be established, which has its unique characteristics:

(1) Openness: what kind of knowledge do you need to train new or old employees? What kind of courses or forms are needed by employees? Usually, the training materials of traditional enterprises adopt the doctrine of taking. As long as other companies have good materials, they need them. This concept leads to passive acceptance by employees. The training under Internet thinking should start from the root and start from the root Starting from the needs of users, what users need is the real driving force for training. At the same time, we should take into account what industry competitors are doing. Only by understanding the needs of users and clarifying the shortcomings of competitors, can we know what kind of differentiated competitiveness to cultivate employees.

(2) Self driving: usually, traditional enterprises will lock in fixed training courses in advance and attend them regularly for each employee or select the management. The training effect of teachers teaching students usually can not get a sense of identity. Only employees themselves know what they need most and when they need it. Only employees can find their own shortcomings and find the learning they want, so as to stimulate employees Based on this, it is required that the enterprise's training system is no longer limited to a small classroom, but to establish a training resource base in a broad sense, that is, the combination of experts and grass-roots. It is not necessarily the training of experts, or the training of employees by employees, or the training of employees by customers. As long as it is the needs of employees, it is the best, and the needs of employees themselves are the source of employee growth Power.

(3) His drive: only when the waves wash away the sand can we know the true colors of heroes. The external driving force is also an important part of the training system. We never know our own shortcomings. Only by understanding what others do can we clarify our direction. The extensional market analysis and competitor analysis under the Internet thinking will become an important training content of employee training, which comes from the competition of the market Competing for pressure will become a driving force for employees to seek their own breakthrough.

(4) Dynamic evolution: the Internet economy interprets the transients of the market environment incisively and vividly. Perhaps today's training knowledge is outdated, let alone stored in the database training materials.

Therefore, human resource management should update the training materials according to the dynamic market and the development of high-tech technology, and use richer social materials to meet the needs of employees to integrate into the society This dynamic resource source should not be limited to the internal resources of the enterprise, but should gather the strength of the whole society to establish the company's knowledge base. In a word, the interactive training platform is to equate the needs of users with the needs of employees, drive the improvement of employees' professional skills and literacy through user needs, and better meet the needs of users through the training and upgrading of employees The interaction is based on breaking through the company's limitations, opening up and introducing socialized resources, and driving the upgrading of human resource training system from market changes, scientific and Technological Development and other aspects.

IV. Conclusion

This paper is based on benchmarking analysis, research and analysis of human resource management of Internet enterprises and traditional enterprises. Through in-depth research and summary of the direction of China's traditional enterprise business model transformation, we can grasp the core of traditional enterprise strategic transformation - human resource management transformation. This paper proposes to integrate human resource management transformation into enterprise strategic transformation. Through the establishment of Internet thinking to graft the traditional enterprise model, clarify the strategy of human resource management - user-centered. We should build an open ecosystem system from people to resources, so as to solve the disadvantages of human resources in traditional enterprises.

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