Research on Human Resource Management of Enterprises in the Internet Era: A Case Study of TCL Group

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Abstract: At present, China's market economy is slowing down, but the competition among enterprises in the Internet era is white-hot. Human resources have become the most dynamic, most promising and most profitable strategic reserve of enterprises, and the leading factor for each enterprise to participate in competition and seek development. The era of "Internet +" is also promoting the transformation of human resources management mode of large and medium sized enterprises. As an enterprise, it is necessary to do a good job in the early stage of human resources work to meet new challenges and unprecedented opportunities.

1. Introduction

"Internet" not only achieves breakthroughs in time and space, but also makes it possible to share a large number of information resources. It also plays an important role in the human resources management model of enterprises. With the continuous improvement of Internet technology, the speed of information exchange within the same industry and enterprises has been rapidly improved, and the new profit growth point generated in the Internet era has attracted the continuous attention of every enterprise. On the one hand, the deepening of Internet technology has an impact on the mode, process and thinking mode of enterprise human resources management. On the other hand, the level and method of human resources management will promote the deep development of Internet technology to a professional level. In the mode of human resource management, it is necessary for business managers to have a new way of global thinking to re-examine this important role orientation. TCL Group has always been regarded as one of the leaders of the large-scale implementation of the internationalization development strategy in the domestic color TV industry. Mr. Li Dongsheng, the president of TCL Group, has always adhered to the unique internationalization path of TCL Group. In the process of TCL internationalization, it can be said that the role of strategic human resources management of the group is irreplaceable. Based on TCL Group's human resource management model, this paper explores the relationship between TCL Group's development planning and human resource management.

2. Connotation of Human Resource Management

The connotation of human resource management (HRM) essentially refers to the system and rules that enterprises use various means to develop human resources continuously and effectively, optimize the rational allocation and make full use of the strategic objectives formulated by enterprises. That is, human resource management runs through the enterprise human resource system, maintaining and cost accounting, personnel selection and employment, training and incentive, post and function allocation and a series of objective tasks to improve the efficiency of enterprise feedback to the market, and ultimately complete a management behavior of enterprise strategic development planning. In the specific presentation of human resources management model, all members of enterprise organizations are regarded as a valuable resource for sustainable development. Through a

series of measures such as the selection, appointment, training, incentive, assessment and adjustment of team members, value is created for the purpose of bringing maximum benefits to enterprises.

3. Current Situation of Human Resource Management in TCL Group Enterprises in the Internet Era

3.1 The Change of TCL Human Resources Employees' Ideas

At the beginning of the founding of TCL Group, the competition of color TV market in China mainly focused on price, which led to the constant emphasis on the quantity and scale production of enterprises. TCL human resources department has emphasized HR department as a subsidiary department at the beginning. In order to adapt to the promotion and deepening of globalization strategy, the group first instilled and improved the concept of TCL human resources practitioners, and asked the members of human resources department to get rid of the professional habit of remedy after the event, mainly because of the frequent occurrence of mergers and acquisitions in the process of globalization. In the past, a lot of energy paid more attention to production and R&D, but in human resources management, it neglected the construction of Internet platform and the accumulation of cultural atmosphere. It changed the concept of human resources practitioners of TCL Group greatly on how to make the best use of Internet technology.

3.2 Diversification of recruitment methods

TCL is innovating and reforming recruitment schemes and channels in accordance with the strategic planning of globalization. TCL Human Resources Department uses Internet technology to build and implement recruitment platform. Specific recruitment processes, such as post information release, interview, written examination and recruitment, are independently completed by various departments, including HR group. The platform is only responsible for the comprehensive evaluation of the basic skills and personality of the applicants. In addition, it also combines campus recruitment, network, intermediary and so on to conduct a comprehensive search of talents, which ensures the continuous and efficient recruitment process, and improves the applicability of TCL Group recruitment personnel. Based on the establishment of Overseas Business Departments, the effective use of the Internet as an unbounded platform has made international recruitment become a "localized" talent pool, thus enabling TCL Group to find suitable talents in a global open attitude to become a favorable support for its strategy.

4. Problems in Human Resource Management of TCL Group

4.1 It is difficult for managers to match their own qualities with Internet values.

4.1.1 Managers' own consciousness is weak.

In the current new Internet environment, TCL Group needs not only sound human resource management architecture as a support, but also the quality and ability of HR Department managers, especially grass-roots managers. Nowadays, TCL Group's human resource management system is constantly enriched and improved (as shown in Table 1). Although TCL has many human resource management modes, TCL has many advantages. The operation mode and assessment system based on network technology have been realized in all aspects. However, from the perspective of TCL internationalization development model, HR managers' overall quality and ability still can not be satisfied with the situation of strategic human resources management. There are not too many concepts and awareness about the application of computers and the management of virtual models. This will also lead to a relatively weak management awareness in the era of Internet economy, The advantages brought by network resources and platforms to management can not be highlighted.

Table 1 Summary of TCL Group's Human Resource Process System

Human Resource Business Matters: Existing Systems or Procedures	Human Resource Business Matters: Existing Systems or Procedures
Job description for each post	Job description for each post
Recruitment and allocation, personnel adjustment, personnel recruitment system, personnel transfer management system, appointment and removal system	Recruitment and allocation, personnel adjustment, personnel recruitment system, personnel transfer management system, appointment and removal system
Performance appraisal and performance management system	Performance appraisal and performance management system
Salary and Welfare Management System, Employee Allowance Regulation and Reimbursement System	Salary and Welfare Management System, Employee Allowance Regulation and Reimbursement System
Personnel Management, Personnel Archives Management System, Employee Entry and Departure Management System	Personnel Management, Personnel Archives Management System, Employee Entry and Departure Management System

4.1.2 It is difficult for the staff team to adapt to the new value model.

For each TCL employee, there are many mobile Internet products that can be chosen to serve customers, such as: community, location, video, e-book, shopping and so on, which are products combined with integrated information services on the Internet. At the same time, supplemented by smart terminals, services, channels, brands and other additional products, it can achieve the effect of enhancing brand added value and competitiveness. However, most of the grass-roots employees of TCL Group are already familiar with the completion of marketing activities in "closed areas". The new channel sales based on network technology lacks a strong sense of cross-team, cross-enterprise, cross-industry cooperation and competition. The change of value chain formation mode in electronic industry is bound to bring unprecedented impact on the deep-rooted cultural and value concepts of TCL team members.

4.2 Recruitment channels are relatively single

At present, the HR recruitment channels of TCL Group are relatively single, such as campus recruitment, network recruitment, talent market and intermediary recruitment. Based on the requirements of TCL Group post recruitment standards, HR department responsible for personnel recruitment personnel must timely, accurate and targeted selection of channels to publish recruitment information to collect talents who can serve the group. For example, campus recruitment, online recruitment, talent fairs attract more or less "immature" talents. Talents introduced through these recruitment channels need to spend a lot of time to complete the training. In the environment based on two-way selection, TCL Group is at greater risk. In addition, once the recruitment channels are single or not targeted, TCL recruitment selection personnel model. The recruitment risk will increase with the further reduction of the recruiting circumference. Generally speaking, it costs a lot to select and screen people, and the higher the job, the higher the cost. Once there is no suiTable talent, or even the phenomenon of leaving soon after taking up the post, TCL will suffer more losses. How to use and deepen network technology means to apply TCL Group recruitment in human resources management is a problem that HR department members need to consider. Although TCL Human Resources Department has started to build a recruitment platform using Internet technology, at present, the recruitment effect is not good. It is a big challenge to broaden and innovate the development channels for recruiting talents to complete the global layout of the group.

5. Suggestions on Effective Exertion of TCL Human Resource Management under the Internet Situation

5.1 Value concepts with a global perspective

To construct a strategic development blueprint with the vision of globalization, the first thing is to innovate boldly in the concept of strategic value of globalization. Effective improvement of the subjective consciousness of the responsible person in the Internet era can not fully utilize the advantages brought by network resources and platforms to management. TCL Group changes the concept of HRM practitioners, try to get rid of the behavior and habit of remedy after the event, and cultivate the way of thinking of prevention in advance. Especially in the process of networking and internationalization, mergers and acquisitions often occur. Considering mainly how many people are available, ignoring the construction of the network platform and the creation of cultural atmosphere, it is necessary to strengthen the understanding of the group's tangible assets in the process of internationalization, and to fully investigate its HRM. From the perspective of innovation and taking Tencent and Huawei as examples, it is found through investigation that their R&D projects are generally organized as project team system. The members of the project team only focus on customer needs and enterprise strategic planning, what kind of products need to be developed urgently, what kind of human resource management functions should be cooperated with them, and all cooperate with the project team and achieve synchronization and synchronization. Using the operation and participation of Internet platform, this essentially breaks the boundary development mode of human resources function. Organizing project task team and human resources management department into one, then the human resources management mode of TCL Group will present project management mode and distributed network structure. To construct the value concept in the perspective of globalization, we need not only the guiding ideology of globalization, but also the determination and confidence to forge ahead.

5.2 Broadening the channels of human resources recruitment

Recruitment managers in human resources departments of TCL only need to input the job requirements within the enterprise into the network platform. Professional human resources websites send relevant talent evaluation and professional test results to the competent authorities. The professional recruitment website or management background processing system is the employee information report that can meet the job standards at the first time. In addition, based on the strategic planning of TCL Group's globalization, the Group adopts the "two-legged" talent introduction mode, namely, internal promotion and external introduction of talent selection. From the aspect of internal promotion, we should give a lecture on enterprise management capability and cross-cultural management from a global perspective to the existing and standard group managers, and send some staff to overseas business departments for post inspection according to the actual operation situation, which will be hired according to the standards; from the point of view of external introduction, we should look for international operation and management in the global scope. In addition, with the strategic planning of TCL Group's globalization, we must pay attention to the recruitment of overseas local personnel. Taking the overseas merger and acquisition of Alcatel as an example, TCL Group has reserved all its core team. TCL generally adopts the strategy of "adapting measures to local conditions" in the selection of employees in overseas companies. With the help of the same human resources management policy as staying at TCL Group headquarters, the subsidiaries gradually refine and implement the strategy of "selecting and reducing talents regardless of their own" to appoint local employees, so as to achieve the goal of reducing the impact of cultural differences and ensuring higher work efficiency. Continuously broaden and innovate the recruitment channels and forms of the group, to achieve the important development goal of attracting talented people to join.

6. Conclusion

Under the constant influence of the Internet era of market economy globalization, data sharing globalization and information resources globalization, the development of "internet + era" has become the mainstream. Based on the current complex economic situation in China, the international competition is intensifying, which also faces more opportunities and challenges for a large number of enterprise human resources management. Faced with the disappearance of demographic dividend, the demand for human resources management is becoming higher and higher. It can be said that TCL Group is also applicable. While planning and developing the group, we must establish a new concept of human resources management, attach importance to the establishment of a new mechanism for human resources development and management. There are different standard needs in the human resources management related sectors such as recruitment, training, performance, incentives, etc. Implementing the strategy makes the strategic human resource management model and enterprise internationalization strategy complement each other, so as to guide the human resource management of TCL Group to operate globally, with a view to achieving the important strategic objectives of TCL Group running on the international road. Finally, the organizational structure of the enterprise involved in this paper is relatively large and cumbersome, and the conclusion of the study needs further confirmation by the author, and I hope that colleagues will not hesitate to correct it.

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