Original Paper

Enterprise Recruitment System Designed to Study the Effectiveness of Indicators

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Abstract

The quality of the design for a company's employing system index has a close relationship with a principle that the corporation whether can practice during the human resource employing or not. At present, the basic reason for low-effect in talents selection of a corporation in china is lack of a normative and scientific selection of talent effectiveness index system. This article is designed for a selection of talent effectiveness index system to help the corporation to select a talent who is fit for the development of the corporation, and to promote the stable and sustainable development of corporations.

Keywords

talented person recruitment, effectiveness, problems and current issues index system design

1. Introduction

Recruitment is the process of filling the corresponding vacancy plan under the guidance of the overall strategic planning of the enterprise and finding suitable person to fill these vacancies. Recruitment includes three parts: recruitment, selection, and employment. Effective talent recruitment can ensure that the company obtains outstanding talents that meet its development needs, and achieves the "golden rule" in the recruitment of human resources.

"Matching" is more important than "individual excellence". However, through investigations, we found that many companies, even with higher compensation systems and good benefits, can recruit talents with higher levels of energy, but there is a large number of mismatches between ability and position. This shows that there are serious loopholes in the effectiveness of corporate talent recruitment in China. The validity and effectiveness of the recruitment refers to the degree of conformity between the quality and characteristics of the employer's corresponding employer and the quality and characteristics they want to measure. The reason why the effectiveness of talent recruitment in China is seriously insufficient is that China lacks a set of index evaluation system suitable for enterprises to recruit talents.

2. Research on the Problem of the Serious Insufficiency of Enterprise Talent Recruitment in China

2.1 The Lack of Scientific Talent Recruitment Evaluation System

Compared with the developed countries in the West, there are more prominent problems in the recruitment process of domestic enterprises in China. The biggest difference is reflected in the lack of effective talent selection theory system in China. At the same time, due to the lack of theoretical system support, it is difficult to meet the international talent selection standards. Since there is no scientific, effective and highly practical application value evaluation index system, on the one hand, there are serious deviations between the actual selection of talents and the ideal expectations of enterprises in various industries, and because of the influence of external error information, enterprises can not carry out rigorous and scientific and effective recruitment operations, and the recruitment of talents can not meet reasonable expectations; on the other hand, it leads to problems such as long recruitment cycle, high personnel elimination rate and unsatisfactory recruitment results exposed by enterprises at the current stage. In order to solve this problem, enterprises are required to establish and improve their own talent evaluation system and improve the evaluation standards.

2.2 Unscientific Talent Recruitment Index System Design

Through the investigation of the process, ways and effects of talent recruitment in China in recent years, most of China's enterprises are at a relatively junior level of recruitment, and many of them still follow the previous way. In terms of quality standards and evaluation indicators, it is far from the professional, standardized, process-oriented and information-based talent recruitment system established by developed countries.

2.3 Insufficient Effectiveness of Talent Utilization in Enterprises

For a long time, there have been such misunderstandings in the use of talents in Chinese enterprises. When companies are matching talents and positions, they do not pay attention to the loyalty of talents, the importance of work, the ability to operate, and the potential for growth and development of enterprises. However, they only pay attention to the achievements of talents in their studies. Enterprises generally believe that the quality of graduates from general universities is lower than that of graduates from key universities, and the ability of those with low educational background is weaker than that of those with high educational background. Many "high-quality students" choose to leave or have low enthusiasm for their work because the treatment given to them by artificial enterprises is far from their expectations. According to the data of the Survey Report on Separation Rate in 2015, the industry with the highest turnover rate is 18.3% of high technology, and the industry with the lowest turnover rate is biomedicine. However, the turnover rate of different industries is quite different: the average turnover rate of marketing posts is the highest, reaching 29.9%, and the ratio of active and passive turnover is close to 19:1; the second is the position of technical R&D positions, and the average turnover rate was 26.6%, the active and passive turnover rate was 13.6:1; the production job turnover rate is 14.1%, the active and passive turnover rate is 6.5:1; the administrative category has the lowest turnover rate of 6.2%, and the active and passive turnover rate is 3.4:1. From the above data, we can see that, in general, the high-tech industry and technology research and development jobs, with the highest number of highly educated talents, are relatively high in terms of industry turnover rate and job turnover rate. Those who are so-called highly educated prestigious schools have a higher vision, and their self-confidence conditions are superior to those of ordinary people. If their actual effects at work do not reach their original psychological expectations, they will be dissatisfied with the existing work over time. As a result, this kind of talent should be used with caution. Under the situation of high turnover

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rate and low enthusiasm for work, it will eventually lead to an increase in the cost of employing enterprises and the poor performance of enterprises.

2.4 The Non-Specialization of Recruiters Affects Recruitment Efficiency

Due to the non-professionalization of some recruiters, the recruiters have insufficient understanding of the index system of enterprise talent recruitment, and their subjective performance is too strong. Therefore, there are some misunderstandings in the actual operation. Zhang Jing believes that the problems of corporate recruiters are mainly due to the weakness of their professional quality and the subjective problems of the recruitment process. For example, the examiner lacks professional knowledge; "first impression", "halo effect", pressure error, interviewer subjective factors such as discrimination and personal prejudice affect the examiner's judgment; ignore the candidate's work motivation and so on. These practices of recruiters will not only increase the cost of recruitment, but also result in actual talent recruitment results far below the expected results. At the same time, these issues of recruiters will also be counterproductive to the candidate's choice. According to the survey, applicants tend to infer the strengths and weaknesses of the company based on the internal and external performances of recruiters, professional literacy, etc., evaluate the development trend of the company and establish its own corporate image. If the recruiter does not perform well, many applicants will give up the choice of the company. Therefore, the selection, collocation and organization of recruiters is a very important job.

3. Design of the Effectiveness Index System of Enterprise Talent Recruitment

Based on the basic steps of talent recruitment, this paper divides the design of the scientific talent recruitment effectiveness index system into the following steps:

3.1 Scientific Post Analysis Evaluation Index Design

Job analysis is based on a comprehensive understanding of a position within the organization, in a format to describe the information related to this position in detail, and at the same time set up corresponding indicators to assess the adaptability of the position of the employee. Generally speaking, the analysis of corporate positions in talent recruitment is divided into the following primary indicators: corporate culture, recruitment structure, and Enterprise training for employees. The specific indicator design is shown in the Table 1.

Table 1. Job Analysis Index System

Primary indicator	Secondary indicator	Tertiary indicator
Corporate culture	Development goal	Long-term goal
		Medium-term goal
		Short-term goal
	Development strategy	Talent Strategy
		Quality strategy
		Service strategy
Recruitment structure	Required number	Upper limit number
		Appropriate number
		Lower limit number
	Gender ratio	Number of male employees
		Number of female employees
	Age ratio	Number of elderly workers
		Number of middle-aged employees
		Number of young workers
	Usage time	Long-term employees
		Short-term employee
		Medium-term employee
Enterprise training for employees	Salary System	Basic wage
		Welfare
		Bonus
		Share
		Dividend
		Insurance
	Staff training	Pre-job training
		In-service training
		Departure training
		Skills Training
		Quality training
	Post arrangement	Post promotion
		Post demotion

Post analysis and indicator design is an important platform for human resource management. The implementation of other functions of human resource management is basically based on this. For example, when recruiting and hiring, the recruitment information to be published must strictly refer to the job design, and the criteria for the selection of candidates are mainly based on the qualification requirements and competency model. Only by doing so can we truly adhere to the principle of matching jobs in recruitment.

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3.2 Indicator Design for Talent Recruitment Channel Selection

In recent years, the recruitment channels of corporate talents have undergone tremendous changes, especially with the establishment of market economy and the rapid development of modern media science and technology. At the same time, the competition for talent in the market has become increasingly fierce. When recruiting talents, companies can choose recruitment channels that suit the recruitment characteristics of the company, which not only improves the effectiveness of recruitment, but also reduces recruitment costs. The recruitment channel selection of an enterprise can be divided into the following indicators in the Table 2.

Table 2. Schematic Diagram of Channel Selection Indicator System

Primary indicator	Secondary indicator	Tertiary indicator
Channel selection	Timeliness stability Extensive Bidirectional selectivity Fair and open	Internal recruitment Acquaintance recommended Talent Market Campus Recruiting Agency Internet media
Cost	Feasibility Saving Efficiency Value	Advertising fee Agency fee Meeting fee other fee

The choice of recruitment channel selection plays a key role in talent recruitment. Zhang Songhong believes that effective recruitment channel selection is the basis and key for effective recruitment. This is also the basis for enterprises to reduce the cost of recruiting talents, improve the quality of recruitment and retain talents. Zhu Zhengliang believes that the reason for the inefficiency of talent recruitment in China's enterprises is that the recruitment channels are too single. In particular, some companies rely on internal staff to recommend this channel in order to control recruitment costs. The internal factions of the company are complicated, which greatly affects the development of the enterprise.

3.3 Design of Technology Selection Indicators for Talent Recruitment

Recruitment is a formal test for the candidate. In a specific scenario, the employer takes the interview and observation of the candidate as the main means, and examines the knowledge, ability, experience and other related qualities of the employee. The structure interview is one of the most important methods for the company to select employees. The selection indicators of the recruitment method are divided into the selection of recruiters and the selection of recruitment techniques. The specific indicators are designed as shown in the following table in the Table 3.

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Table 3. Schematic Diagram of Recruitment Technical Indicator System

Primary indicator	Secondary indicator	Tertiary indicator
The selection of recruiters	Professionalism Objectivity Comprehensive knowledge Fairness Unselfishness Authoritative	Chief examiner Several deputy examiners Several names in the personnel department Several supervisors
The selection of recruitment techniques	Diversity Comprehensive Flexibility Dynamic Clarity	Psychological test Scenario simulation Structured interview No leadership group discussion Outside the case study Document basket test Simulation work meeting Speech Role play

The selection of recruiters is the theme of recruiting talents, and its quality determines the success and failure of recruitment. Jiang Yan believes that recruitment is actually a game process between recruiters and candidates. The pros and cons of the game results will directly affect the effectiveness of recruitment. The improvement of recruiters' own quality is a key step in achieving the effectiveness of recruitment. The following qualities must be possessed by recruiters: first, good professional ethics; second, excellent professional skills and professional qualities; third, ability and job matching recruitment concept. Wu Yahang believes that careful selection of recruitment methods will help to improve the effectiveness of recruitment.

3.4 Talent Selection Index Design

After selecting the technical methods for recruitment, the following is the formal selection of talents. After formal inspections and examinations, enterprises should comprehensively measure the quality of talent selection from the three indicators of ideological quality structure, business quality structure and competency structure to determine the final selection staff. The specific indicator system is shown in the following Table 4.

Table 4. Schematic Diagram of the Post Analysis Indicator System

Primary indicator	Secondary indicator	Tertiary indicator
Structure of ideological quality	Moral	Professional ethics
	Work attitude	Career
Structure of business quality	Academic level	Education level
		Professional technical knowledge
		Technical work experience
		Foreign language level
		Computer skill
	Work ability	Writing ability
		Knowledge update ability
		Research ability
		Solve practical problem ability
		Creative thinking ability
Structure of Competency	Personality	Responsibility
		Self confidence
		Inclusiveness
		Affinity
	Motivation	Career achievement
		The desire to influence others
		Curiosity
		Other motives

Generally speaking, the ideological quality represents the morality of selecting talents, and the quality of business represents the ability to select talents. However, in the process of talent selection, there are often few people with both ability and political integrity. We generally think that virtue should be superior to the choice of talent. If there is no virtue, there is no way to make up for it later, but those who have talents without virtue can not be perfected through future compensation. In recruiting, virtue and talent are two important issues that need to be addressed in the selection of talents. People must have talents and virtues, and have certain moral qualities. Such people can exert excellent teamwork spirit in enterprises, and they can better withstand the pressure of work and accomplish their tasks well. However, compared with talents, virtue is a prerequisite and should be in the dominant position in the assessment of candidates. For the competency structure, this is the basic element of the investigation when selecting talents. If the candidate does not have a basic competency structure, he will not be a qualified talent. Zhang Ming believes that competency structural assessment can help organizations define the behaviors and personal qualities necessary to perform well in a particular job.

3.5 Indicator Design for Talent Recruitment Performance Feedback Evaluation

After selecting and training, the talents will be assigned to the right jobs. After a period of work, the company observes the performance and results of its employees, as well as the individual responses of

employees to comprehensively evaluate the effectiveness of talent recruitment performance. The primary indicators include work performance and personal reaction. The specific indicator design is shown in the Table 5.

Table 5. Schematic Diagram of the Post Analysis Indicator System

Primary indicator	Secondary indicator	Tertiary indicator
Personal reaction	Psychological reaction	Satisfaction of work Psychological expectation
	Behavioral response	Turnover rate Work motivation
Work performance	Actual performance of work	Work adaptability Work efficiency
	Actual results of work	Quality of work Quantity of work Work speed

Wang Hualin believes that the department in charge of recruitment or superior department should pay full attention to the evaluation of the recruitment effect, and must timely discover and summarize the experience and lessons learned in the recruitment process. Pick up and improve the entire recruitment process in a timely manner. The company should promptly pick up and improve the entire recruitment process. The assessment should adhere to the principle of comprehensive and integrated. It is necessary to pay attention to the arrival rate of new employees, performance evaluation after arrival, the effect of training, feedback from employer department leaders or colleagues, and the cost of recruitment. It is also necessary to compare whether the current employment situation is in line with the expectations of the recruitment and whether in line with the company's long-term development strategy.

4. Conclusion

Human resources are the first resources of enterprises. The development of enterprises depends on talents, and the selection of talents depends on recruitment. Improving the effectiveness of recruitment and maximizing the principle of matching jobs is an important part of finding suitable talents. Only through scientific design of the talent recruitment index system can we effectively improve the effectiveness of talent selection and avoid the blindness of enterprise talent selection. Therefore, in order to recruit the talents that they want, enterprises must establish their own talent recruitment system, scientifically carry out post design, accurately conduct job evaluation, introduce advanced talent assessment methods, standardize and optimize the recruitment process so as to make enterprises truly match their abilities and positions, and promote the development of enterprises.

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