

Analysis of the Problems and Countermeasures in the Recruitment of Enterprises

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ABSTRACT: *Contemporary enterprises pay more and more attention to human resources and clearly recognize that employees are the most precious wealth of enterprises. Human resources have become one of the core strategic resources of corporate competitiveness. How to attract valuable employees to enter the company and let these employees develop with the company has become the primary problem that corporate human resource managers need to solve. The competition among them is also reflected in the competition for talents. This article discusses and analyzes some recruitment issues based on the current research results and statistical recruitment status, and proposes corresponding countermeasures, hoping that the following problem analysis and countermeasures can provide certain ideas to solve the current recruitment problem.*

KEY WORD: *recruitment; talent pool; personnel planning.*

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I. INTRODUCTION AND LITERATURE REVIEW

In general, the condition of recruitment in Chinese enterprises at this stage is unsatisfactory. The development of the economy has made the flow of personnel faster and faster, which has promoted the diversification of recruitment methods. However, for some special position in need of high professional and technical content or some position of senior managers, there are not many proper talents in the market. As a result, it still makes enterprises feel that it is difficult to find suitable employees; On the other hand, with the flow of talents very fast, how to attract talents stay in the company after being recruited and develop with the company is also one of big problem in the current recruitment.

Recruitment is a process of systematic management and practice that includes four stages:pre-recruitment preparation, selection, hiring and evaluation. It plays the role of a reservoir in the practice of human resource management, not only to retain and reserve talents, but also to make appropriate adjustments to maintain the organization's human resource advantages. An overview of the theory related to recruitment is following, including the theory of job analysis and job matching.

Job analysis is also called job analysis or job analysis. It refers to the process of fully understanding and obtaining information related to the job. That is, in the company, the process of analysis and describing the job responsibilities, job content, and qualifications required to be competent for a specific position, and finally formulating a corresponding job description based on the analysis.

In terms of recruitment, a more accurate job analysis is the beginning of effective recruitment. Only through job analysis can the company design an appropriate job description, determine the position of the required job in the departmental structure, and clarify the job's responsibilities, job content, and the skills and relevant experience required to be competent for the job. In this way, the recruitment criteria are determined, so that the action guide can be referred to in the recruitment selection, and then the recruitment can be carried out in a targeted manner. Therefore, if the recruitment effect is to be guaranteed, the work analysis must first be implemented.

Job matching is a very important principle in human resource management. It means that the knowledge, skills, experience, and various qualities of employees match the job requirements. It can be seen from the definition that it contains two very critical factors, staff and their positions. Human factors are usually reflected in the individual's behavioral abilities and individual characteristics, such as personal personality, temperament, ability level, moral standards, and physical health, etc.; and job factors often require employees to get through job analysis.

Generally speaking, job matching includes two aspects: one is that the skills, knowledge and related work experience possessed by the job seeker must correspond to the job positions required; the other is that the job needs talents. The responsibilities and requirements specified in the job description need to be roughly consistent with the job applicant. It should be noted that the ability of job seekers is not the stronger the better, and the size of the ability exactly matches the job requirements is the most appropriate. If the abilities of the

employees are lower than the job requirements, then the employees will not be able to complete the tasks and be competent for the job position, which will affect the work progress of the department and thus affect the operation of the unit; if the abilities of the employees are much higher than the job requirements, then Employees' own abilities are not fully utilized, and their needs are not met, which will lead to a decrease in work motivation. Therefore, only by following the principle of Job matching can an enterprise achieve rapid development and optimize its efficiency.

1.2 RESEARCH OBJECTIVES

Based on the current status of corporate recruitment, this study analyzes the problems encountered in the recruitment process and proposes some suggestions to improve recruitment efficiency and ensure the smooth operation of the recruitment.

1.3 RESEARCH METHODOLOGY

The research methods used in this article are as follows: 1. Literature researching method and historical data analysis method; 2. The combination of theory and practice; 3. Questionnaire survey method (analysis of problems existing in the current recruitment process through the survey of employee recruitment satisfaction); 4. Employee interviewing method (interviewing with the head of the human resources department and the recruiter to observe the problems of the recruitment process from another angle; and discuss the countermeasures to improve the recruitment plan together).

1.4 ORGANIZATION OF THE TEXT

1.4.1 Current problems in corporate recruitment

(1) *The human resources department is understaffed.*

It is found that most enterprises would cut down the size of human resources department for it is a non-production unit, which will result in several adverse consequences; First consequence is that limited personnel can not meet the huge recruitment volume, leading to the low efficiency of recruitment and influence to the progress of the project until the impact of the unit's economic situation. The second consequence is that a shortage of staff will make recruitment take on other departments' work, such as performance accounting, salary management and so on. The time divided into recruitment work is increasingly squeezed more, and recruitment efficiency is reduced more rapidly.

(2) *Pre-recruitment preparations are not in place.*

① *The annual staffing needs plan is not clear.*

According to the survey, most enterprises at the beginning of the whole year did not have a comprehensive plan for the staffing needs which led to unprepared recruitment. Obviously, the company lacks forward-looking and supporting facilities in the career planning and development of the talent team, and employees themselves have a relatively weak concept of personal career planning. When the company develops to a certain stage and needs to recruit a large number of talents, the company does not have enough talent reserves. The employees recruited urgently in the short term will inevitably not be fully qualified for the skills and comprehensive quality requirements of the job position. The combination of various complex factors seriously affects the realization of corporate strategic planning.

② *The job analysis is not clear.*

Through investigation and research, it is known that there are always some positions that take a long time to recruit, because individual employing departments constantly change recruitment information during the recruitment process, including the job content, qualifications and even the name of the position, which directly leads to all the recruitment work carried out in earlier time being useless, resulting in a lot of waste of manpower and material resources, and also making the hiring department unable to obtain the required talents in time.

(3) *The recruitment channels do not correspond to the corresponding level of talents.*

Comprehensive network statistics found that the level of talents required by companies is usually not the same. However, because of limited channels, some companies use the same recruitment channels for talents of different levels, resulting in unsatisfactory recruitment efficiency. For example, high-level talents are strong in academic background, skills mastery and work experience, and are scarce talents in the market. Now that online information search is so powerful, they are more likely to be locked in and tapped directly by recruiters than actively participating in various forms of recruitment. Therefore, channels that adapt to the recruitment of ordinary employees through the talent market and other channels are not very compatible with high-level talent.

(4) *There is not enough diversity in the selection methods of personnel.*

Larger companies in the current industry will have richer selection methods, such as personality tests, professional tests, technical interviews, and HR interviews, which can better consider candidates' abilities and match with positions from multiple aspects; However, the selection methods of most SMEs are not diversified

enough, only the interview process, and the way of consideration is also very simple. A single interview method can examine the skills and personality that are more superficial than job applicants, but it is still difficult to investigate the deeper driving forces. The single selection method of personnel, and the inability to accurately examine job applicants will lead to evaluation bias, reduce the match between positions and new employees, increase the risk of recruiting inappropriate employees, which may further increase the turnover rate of employees and increase the workforce instability.

1.4.2 Countermeasure analysis of problems in recruitment

(1) Changing the concept of enterprise.

Fundamentally, the reason that the human resources department has insufficient staff in the enterprise and cannot be constructed rationally is that the nature of the human education department has been defined as the "logistics department" that the research center provides services. From the arrangement and reorganization plan of the entire unit, to the introduction of the required talents according to the exact needs, effective training of the introduced employees to save recruitment costs, formulating an attractive salary system to retain talents, and carrying out effective performance management to motivate employees to be the company and themselves To create greater value, to the maintenance and management of good personnel relations between daily employees, any job has the potential to create benefits for the company and the risk of financial loss. Every job that cannot be neglected deserves. Pay attention to; Moreover, in the current era of knowledge economy, the value of human capital is increasingly valued. Departments closely related to people should be placed in a pivotal position instead of becoming a logistics department that can only passively accept tasks. Therefore, companies urgently need to fundamentally change the concept of human resources department, and make reasonable construction to allow them to concentrate on their duties-to build a better talent team and bring considerable benefits to the company.

(2) Improve the pre-recruitment preparations.

① Develop a scientific annual personnel plan.

A reasonable personnel plan will be an action guide for recruitment throughout the year, allowing recruitment to be arranged more calmly and orderly, and organized and planned recruitment will greatly improve recruitment efficiency and avoid unnecessary cost waste. In view of the unclear recruitment needs and passive recruitment of Institute A, the Human Resources and Education Office should start planning for the new year in the fourth quarter of each year, and formulate the next year's annual recruitment plan, and make plan adjustments based on actual conditions. In order to better guarantee the recruitment effect.

Firstly, the human resources department should take inventory of the internal human resources of the unit to understand the job responsibilities and content of each employee; next, it should closely focus on the organization's development strategy and overall planning to predict the unit's human resource needs. Choose the Delphi method or the management evaluation method, and cooperate with the heads of various departments to make a forecast of departmental demand; the next step is to make a forecast of the unit's human resource supply; finally, make specific according to the forecast results of unit personnel demand and supply Plan for the construction of the talent team, and implement the plan and implement monitoring. An effective personnel planning can reduce blindness in recruitment and improve recruitment efficiency.

② Standardize job analysis for positions in demand

In fact, the hiring department of the company required to provide a job description before the implementation of recruitment, but it is obvious that the job description did not attract enough attention from the manager of the hiring department. Often they just fill in the content required by the manual, or even take the previous job descriptions of similar positions directly to the human resources department to carry out the recruitment without modification, and ignore the consideration of the specific skills and quality of talents required for the current departmental situation. On the other hand, from the perspective of a recruiter, it is not necessary to copy the job description of the employing department without communicating it. It is more appropriate to do a good job with the person in charge of the employing department before the start of recruitment. Communication, in-depth understanding of the position of the position in the employing department and the corresponding scope of responsibility, and at the same time, combining with the expectation of the person in charge of the employing department to give reasonable suggestions, so as to avoid the unclear position of the employing department before the recruitment is carried out and the continuous recruitment process Modify the position requirements.

Therefore, in the subsequent recruitment of the enterprise, after receiving the recruitment application and job description from the employing department, the human resources department should first fully communicate with the relevant person in charge of the employing department to understand the main work objectives and main tasks of the current employing department. Decompose the major goals of the department

into the small goals of each employee and the job responsibilities of each employee, find out the tasks that no one undertakes at present, and then determine what kind of ability and quality the job applicant needs according to the goals and job responsibilities, so as to improve The job description makes the recruitment requirements clearer and avoids the waste of recruitment time and cost.

(3) Broaden recruitment channels for the types of people in need.

Optimizing recruitment channels can effectively improve recruitment efficiency. When recruiting employees, the Human Resources and Education Office should actively participate and record, and strictly evaluate and determine the optimal recruitment channel based on recruitment demand, demand standards, input costs, and job matching. At the same time, further improve the recruitment strategy. For example, it is not easy for high-level personnel to search for personal information by ordinary recruitment channels, which consumes a lot of time and energy. Enterprises can try to add headhunting recruitment channels for high-level talents. Headhunting recruitment information spreads quickly and has strong directional information push capabilities, which can accurately match talents and positions and improve recruitment efficiency.

(4) Increase the diversity of personnel selection methods.

The current personnel selection methods of enterprises are relatively single, and enriching personnel selection methods is conducive to companies to find the most suitable talents for them, and to build a talent team that continuously renews energy for the unit. For the current relatively single communication interview, selection methods can be selectively increased according to the needs of different positions. For example, many technical positions require calculation or other technical tests. For example, computer positions require programming, engineering positions require calculations, etc. Professional tests can more intuitively reflect the proficiency of job seekers in related technologies. In addition, not only should the knowledge and experience of job seekers be considered in terms of intelligence and skills, it is also recommended to use talent assessment tools to measure their interest characteristics and professional attitudes, to dig deeper into the personality temperament of job seekers, and to achieve more effective job matching, and further To achieve a win-win situation for individuals and units. Therefore, adding relevant talent assessment tools to the selection method can not only help select talents that are more suitable for the unit, but also improve the stability of the unit's talent team.

1.5 IN CONCLUSION

Recruitment is the main channel for the unit to replenish fresh blood, and it is also an important tool for the unit to obtain valuable resources and enhance the core competitiveness of the enterprise. Since the advent of the knowledge economy, human capital has long since risen to one of the core competitiveness of enterprises. The competition between enterprises has become more and more manifested in the competition of talents. How to recruit talents suitable for enterprises and make them effectively stay in the enterprises has become an increasingly concern for enterprises. The problem. The above article proposes some countermeasures and analysis for the current situation of corporate recruitment, hoping to provide certain ideas for companies to solve the current recruitment problems

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