Analysis of Employee Recruitment System for Company C Based on the Competency Model from a Deep Perspective

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Abstract: Talent is vital to the survival and development of any organization. Whether or not manufacturing enterprises have a high-quality talent team will determine the success of this transformation. The fastest and most efficient method to achieve this goal is through high-quality talent recruitment. Traditional recruitment and evaluation methods often lead to subpar results for the company. The reason for this is that traditional recruitment methods do not consider new and/or potential talent, but rather it prefers to pay attention to overall pre-existing experience, knowledge and skills already accumulated. The human resource recruitment and evaluation system based on a "competency model" is derived from both explicit and latent traits of talent, providing an effective method to realize adequate matching between talent and enterprise. This paper studies how to build a competency model for the Company "C" and apply it to new employee recruitment and employee evaluation systems from a deep perspective in an attempt to improve the effectiveness of employee recruitment and enable the company to introduce high-quality talent more quickly and accurately.

1. Introduction

The competency model is one of the most common and scientific tools used in employee recruitment and evaluation. The development and application of the Competency Model can help enterprises correctly evaluate candidates' experience, knowledge, skills and other surface qualities in recruitment and evaluation. More importantly, it can make the enterprise clearly pay attention to the hidden qualities such as the candidate's trait motivation, intention and values. In this way, the combination of surface quality and hidden quality can make the judgment of the candidates more accurate and the judgment of the future work performance of the candidates more precise. In the enterprise human resource recruitment system, the competency model is developed and included according to the actual situation of the enterprise. This is combined with the use of the corresponding assessment tools, can greatly improve the effectiveness of recruitment. Besides it can realize the matching of "staff-job-organization" within the enterprise and plays an important role in the stability of human resource team and the improvement of the efficiency of human resource management.
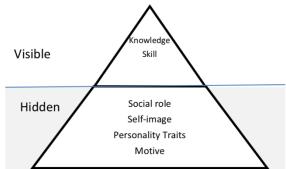
2. Literature Review

2.1. Competency and competency model theory

2.1.1. Competency

The idea of "competency" as a starting point for management can be traced back to the 1920's. Taylor advocated that the management should study the causes of performance differences among employees through action and time analysis, identify how competence is formed around individual workers, and then systematically train workers according to these standards. This was an attempt improve workers' operational skills and organizational performance [1]. Boyatzis and Sala [2] believe that behaviour is the main cause of the result. Their research has led to competency being widely understood as an underlying characteristic of high performance. Olesen [3] established "a leadership competency model for Microsoft based on basic competency, competency identification and future-oriented competency through behavioural event interview."

(1) Theoretical model of iceberg

In 1973, David McClelland proposed the original concept of competency, and also initiated the iceberg theory. Based on this theory, Spencer further developed the theoretical model of the competency iceberg in 1993 after repeated verification of a large number of competency models [4]. The characteristics of self-image (values, standards, morality, etc.) lie between the two. This is shown in figure 1 below.
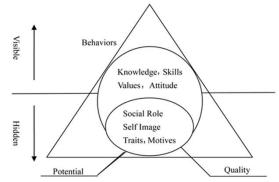

Source: McClelland D C, 1998. Identifying competencies with behavioural-event interviews

Figure 1: The Iceberg Model of the Competence.

(2) Onion theoretical model

Richard Boyatzis studied McClelland's iceberg theory in depth and proposed what he called an "onion theoretical model" of competency based around it. This model divides competency into three levels: "First, Skills and knowledge are the outermost layers of the onion and are known as explicit competencies. Second, Self-concepts, social roles, attitudes, and values lie in the middle of the onion, in the middle of competence. Third, motivation and trait are hidden in the core layer of the onion and are potential competencies. From the outermost layer to the core layer, competency and developmental difficulty increase" [5]. It emphasizes that the skills and knowledge in the outermost layer are the easiest to discover and develop, while the traits and motivations in the core layer are difficult to evaluate and cultivate [6]. This is shown in Figure 2.

Source: Wang, 2019. Research on Evaluation Index System of College Engineering Talents in Emerging Engineering Based on Onion Model

Figure 2: Onion theoretical model

2.1.2. Competency model theory

(1) The connotation of competency

"Starting from Spencer's definition of competency, which is now widely recognized around the world, the paper takes into account the principles of systematic and operability" [7]. The so-called competence refers to the objectively identifiable individual characteristics and the behavior characteristics that can be generated by the individual characteristics that can predict the work performance of the person who completes the task with outstanding results in a certain work situation.

(2) Competency structure

From the above analysis' connotation of competency, the structure of competency is divided into the following two parts:
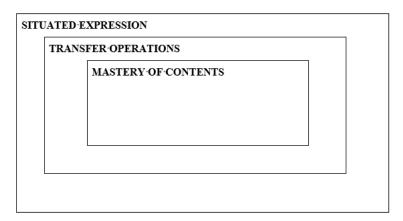
First, "situational conditions at work. That is, the background on which the competency depends, including the corporate culture, the stage of the enterprise, the industry of the enterprise and the post of the workers" [8]. If the conditions of the work situation change, the competency model should also change accordingly.

Second, individual characteristics. That is, the idiosyncratic attributes of individuals themselves, such as motivation, individual traits, self-concept or values, knowledge, skills, etc [9]. Individual characteristics guide an individual's thinking and behavior pattern at work and can be used to predict an individual's work performance.

2.2. Deep perspective

Deep approach focus on understanding ideas and meaning. There is a Chinese proverb that says, "Integrate and penetrate", which means that all aspects of knowledge and reasoning are fused throughout so as to gain a systematic and thorough understanding. As shown in the Figure 3 below:

Tochon [10] proposed that "Deep expression is the motivation engine." The applicant's answers to the interviewer's questions, to express their own ideas and opinions, these answers can reflect positively on the applicant's logical ability and expression ability, but also side reflect the applicant in the face of the problem, whether the applicant has critical thinking, good at finding problems, analysis of the problem finally Problem Solving.

Source: Tochon, 2015. Learn a language deeply

Figure 3: Russian Dolls.

3. Research Method

3.1. Research methods

This paper adopts qualitative and documentary methods. This study attempts to carry out empirical research and finally draws conclusions and suggestions. In this paper, the author will follow the concept of depth methods or depth perspective in the content design of the recruitment questionnaire of Company C. Autoethnography is a new qualitative research method. It emphasizes the elimination of the contradictory relationship between the subject and the object between the researcher and the other, emphasizing the narrative of the subject, and can completely give expressive status of the subject studied [11]. Autoethnography can transform the research perspective into the internal perspective, realize the reflective observation of the internal members of the group and the common narrative of the internal members, and then present different research conclusions [12].

3.2. Data processing

The data in this paper mainly includes primary data and secondary data. The primary data mainly came from survey. Secondary data is mainly derived from literature research, such as relevant literature, in-depth understanding of relevant competency and the competency model theory, recruitment effectiveness theory and quality evaluation theory, etc. For data analysis, the comparative method is mainly used. Based on certain assessment criteria, this paper analyzes the adverse effects of a traditional recruitment mode on the effectiveness of Company C's employee recruitment. It can compare and analyze the effect of the recruitment mode based on the competency model on the effectiveness of recruitment. This will determine the suitable recruitment mode for the recruitment of Company C employees.

4. Current Status, Problems and Countermeasures

4.1. Current status of recruitment management of the company

The recruitment management of Company C is divided into three layers. The recruitment experts in the headquarters of the group determine the company's recruitment strategy, recruitment process and recruitment channels, and determines the annual recruitment plan. External job fairs for general

positions advertise jobs online. At the same time, the HR staff of the Shared service centre will search the resumes through the recruitment website. For those who meet the requirements, the staff of the Shared service centre will communicate by telephone. After the first round of interview, the human resources department of the group will organize the second and final interviews for the candidates.

4.2. Methods and process of building competency model of Company C

(1) Combing corporate values and strategies:

The competency model is based on the capabilities needed to achieve the strategic goals of the enterprise, so the first task before modelling is to sort out the strategy. Corporate values are the basic beliefs and goals highly recognized by the employees of the company. They are an important part of the employees' competence and must be sorted out. The corporate values and strategy of Company C are shown in the Table 1:

Table 1: Corporate values and corporate strategy of Company C.

The dimension	content
C company's values	Sincere communication, customer first, openness and innovation, win-win cooperation
C company's development strategy	Relying on user experience research, focusing on new display technology, artificial intelligence application technology and other major research directions, we continue

(2) Derivation of competency

After the integration, there are 6 general abilities: learning ability as show in Table 2, interpersonal communication as show in table 3, team building as show in Table 4, win-win cooperation as show in table 5, cognitive ability and executive ability as show in table 6 and table 7, the competency model of Company C is determined through discussion as following:

Table 2: General Competency: Learning ability

Level 1 dimension	Corresponding level	define	The key behavior	Key behavioral dimension
The ability to learn	Junior high school	Not satisfied with the status quo, based on the existing knowledge, combined with practice, independent thinking, and at the same time, active learning and reference to the surrounding excellent benchmark, continuous self-improvement, improve work performance	Self-improvement	Have a thirst for knowledge, not satisfied with the knowledge and ability already mastered
				Have a good learning ability and habit, through continuous self-learning self-improvement
			From each other	Good at learning from others or the same industry good way of working, and applied to practice

Table 3: General Competencies: Interpersonal communication

Level 1 Dimension	Level 2 Dimension	Corresponding level	Definition	Critical behavior	Key behavioral dimension
Interpersonal communication	Understanding ability	High, medium and low level	Understand others opinions through their language，voice and actions, grasp their unexpressed doubts and emotions, understand and grasp their needs, and gain mutual understanding and trust	Perspective-Taking	Put yourself in the interlocutor's shoes and consider the reasonableness of others positions and opinions
				Empathy	The ability to feel and understand the emotions of others by putting yourself in their shoes
				Implicit understanding	From the voice, action and other aspects of understanding the unexpressed attitudes and feelings of others and language
	Presentation skills		Express your thoughts, feelings and intentions clearly in language, text, graphics, expressions and actions, and be good at letting others understand, experience and master them	Efficient communication	Be good at organizing language to make others understand their intentions with the highest efficiency
				Positive communication	Communicate in an active manner and positively guide the Conversation so that ideas and intentions are easily understood by others

Table 4: General Competencies: Team building.

Level 1 dimension	Level 2 dimension	Corresponding level	Definition	Critical behavior	Key behavioral dimension
Team building	Lead the organization	At the top	Vision leadership, inspiring team enthusiasm, creating a culture of knowledge and empowerment.	Depicting the blueprint	Give a vivid description of the organization's future goals and prospects for the team to identify
					Inspire team enthusiasm and sense of mission, lead by example, encourage the team to work towards a goal
				Shape the culture	Advocate change, create a positive corporate culture and the values of "sincere communication, customer first, open innovation, win-win
				Cultivating talents	Pay attention to personnel training, to create an environment where
					Select the right people, delegate responsibilities, and develop team
	The leadership team	In the middle	Develop, motivate, nurture, and guide the team to success and business objectives in appropriate ways	Clear direction	Based on strategic and business goals, clear the direction of team
					Clear organizational personnel allocation, team members' roles and
				Team building	Take the initiative to share and give feedback, cultivate and empower appropriately
					Lead by example to motivate and maintain team cohesion and engagement
			Help others to develop their abilities and experiences, provide timely guidance and feedback to ensure skills are improved and tasks are completed	Tutoring habits	Establish performance coaching habits within the team, communicate and give feedback
					Clarify what needs to be improved in performance coaching, explain and demonstrate
	Mentoring others		Vision leadership, inspiring team enthusiasm, creating a culture of knowledge and empowerment.	Power development	Through the understanding of subordinates, assist them to specify the development plan, to
					Provide necessary resources to support subordinate development.

Table 5: General Competency: Win-win cooperation.

Level 1 dimension	Level 2 dimension	Corresponding level	Definition	Critical behavior	Key behavioral dimension
Win-win cooperation	Win-win Cooperation	High level	Choose internal and external partners to help achieve strategic goals, and take the initiative to establish a cooperative relationship to achieve multi-win	To build a relationship	Maintain a sensitive antenna and be proactive in building relationships with influential external stakeholders. Focus on the overall goal, promote consensus, stimulate action and achieve multi-win.
				To create a win-win situation	Establish common goals, encourage participation, and develop common ideas. Focus on the overall goal, promote consensus, stimulate action, and achieve multi-win.
	Collaborative efficiency	Middle level		To win recognition	Build good relationships by making others feel respected, appreciated and engaged. Maintain good interaction and use appropriate influence strategies to gain recognition and support.
				Efficient cooperation	Encourage the team to cooperate with others and take their suggestions reasonably. Identify common goals and lead individual and small group goals with overall goals. Be willing to provide suggestions and opinions, focus on coordination and promote the achievement of goals.
	The team cooperation	Lower level	Work with cross-functional partners to support each other in achieving overall objectives	Looking for cooperation	Leverage internal and external partnerships and initiate contacts.
				To win recognition	Strengthen the partnership by recognizing others' contributions or achievements in a timely manner and making them feel valued. Contribute your own ideas and reach out to others for good reason. Make Suggestions, offer assistance, provide resources or remove obstacles to help the group achieve its goals.

Table 6: General Competencies: Cognitive abilities.

Level 1 dimensio	Level 2 dimension	Corresponding level	Definition	Critical behavior	Key behavioral dimension
Cognitive ability	Strategic vision	High level	Based on the long-term and overall situation, I have a deep insight into the market and industrial development trend, find key business points, and make strategic direction.	Insight into the trend	Collect and analyze information forward-looking from a long-term perspective, gain insight into the nature of the market, and predict future trends
				Set the direction	From the overall interests of the organization, pay attention to the cultivation of long-term competitiveness, determine their own strategic direction, maintain the strategic determination Focus your energy and resources on the most important strategic breakthroughs. Track and grasp the changes of internal and external environment, foresee the possible opportunities or challenges, and actively plan
	Strategize	Middle level	Think systematically, find out the strategy, path and method of implementing the strategy and achieving the target in the responsible business area.	System thinking	Collect information related to the company strategy, analyze potential problems in the field, gain insight into opportunities and directions Correct interpretation of corporate strategy, combined with the internal and external factors of the system thinking, to find out
				Decomposition strategy	Develop a path and method to help the business unit achieve its strategic objectives, and select the most likely solution to succeed Identify the critical tasks and resources needed to achieve the objectives and develop the short to medium term business plan for the business unit.
	Clear your mind	Lower level	Grasp key points, break down tasks, think actively and improve continuously	Task decomposition	Think deeply and understand the business correctly, and break down tasks or goals reasonably; Identify important issues, identify routes and methods, and ensure that time and energy can be focused and coordinated during the busy
				Continue to improve	Constantly review existing workflow to identify problems and opportunities and identify causes

Table 7: General Competency: Executive ability.

Level 1 dimensio	Level 2 dimension	Corresponding level	Definition	Critical behavior	Key behavioral dimension
Executive ability	Drive the results	High level	Undertake the company's strategic objectives, layout resources, make the best use of things, achieve performance	Layout resource	Assess the gap between the current situation and expectations, identify business priorities, allocate resources and allocate responsibilities according to the company's strategic objectives
					Strive for indispensable resources to achieve strategic goals through internal and external coordination and integration Set challenging goals and high performance standards
				To achieve results	Maintain a sense of crisis, create an atmosphere of high performance, and stimulate high motivation
					Work tirelessly to achieve our goals, remove all obstacles to development, and deliver results Break down strategic objectives, transform strategies into action plans, and define action steps and phase objectives
				Make a plan	Communicate the strategy, make the team fully understand the action plan, reach consensus and define responsibilities Establish institutional processes to support strategy implementation and establish criteria or indicators to measure
	Execution,	Middle level	According to the strategy, make a landing plan and follow up to make the result	Deliver results	Measure progress and evaluate results, and reprioritize if
					Overcome obstacles and make unremitting efforts to achieve or exceed goals and achieve excellent business results Identify major and minor activities and tasks and make a detailed
	Executive floor	Lower level	Willing to do, able, dare to do, no excuses, to achieve high performance	Planning organization	Arrange time effectively, allocate appropriate personnel and allocate resources reasonably;

By building a training system based on the competency model, Company C enables the enterprise to focus its limited recourses on the most needed problems. This gives full play to the effectiveness of training and maximizes the value of training.

5. Conclusion

As an important way to acquire high-quality talents, employee recruitment is the foundation for enterprises to realize human resource renewal. Based on the objectives of Company C's recruitment management system, this study optimizes the company's recruitment management system. In the end, the competency model is used to reconstruct the recruitment management system of Company C. It established guaranteed measures for the implementation of Company C's recruitment management system. The implementation of the new recruitment management system is inseparable from the corresponding safeguard measures. Through the research, we learn about the difficulties which traditional enterprises face in the recruitment process when they are transforming to research-oriented enterprises, as well as the importance of building a post competency model. Therefore, we hope that when it comes to recruitment in the transforming process, it's necessary for enterprises to focus on the potential characteristics of talents, as well as the experience, knowledge and skills of talents, we can establish a more scientific evaluation and recruitment mechanism. We should do the following.

Firstly, upgrade the professionalism of recruitment teams. It's important for enterprises to strengthen the training of personnel who oversee the employment department and the HR in terms of interview skills and evaluation of talents to upgrade their professionalism and ensure fairness and justice.

Secondly, achieve win-win cooperation. Whether HR or the employment department, it's necessary for them to engage in active discussion over the problems in the recruitment process. For example, they should make a stage-by-stage analysis or summary of the recruitment work and make corresponding adjustments if they discover any problem in the recruitment process.

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