

Problems and Countermeasures of Staff Recruitment in Insurance Company

—Taking China Pacific Insurance Company (CPIC) as an Example

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Abstract: As the most dynamic development factor, talents have a basic, strategic and leading role in economic and social development. It can be seen that the quantity and quality of employee recruitment is particularly important. Accordingly, enterprises not only emphasize the simple recruitment of employees, but also emphasize the introduction of employees' talents into enterprises to serve the long-term development of enterprises. This work took China Pacific Insurance Co., Ltd. as an example to analyze the problems existing in the recruitment process of the company deeply, and put forward reasonable suggestions, aiming to improving the company's current recruitment dilemma and introduce more talents to the company.

1. Introduction

1.1. Staff recruitment concept

Staff recruitment is a process which based on the strategic objectives of the organization and its development needs, according to the organization's human resources planning and completion of the job analysis requirements, through scientific, reasonable ways or channels to attract qualified job seekers to apply for such jobs, and under the scientific screening method to recruit job candidates who match the position.

1.2. Types of staff recruitment channels

There are a variety of recruitment channels, each recruitment channel has its own advantages and disadvantages, thus enterprises generally choose recruitment channels comprehensively according to organizational strategic objectives, human resources planning and job analysis. At present, the recruitment of employees in most enterprises is mainly divided into two categories, namely, internal recruitment and external recruitment. The main ways of internal recruitment are internal promotion, job rotation, job exchange, temporary staff conversion, personnel re-employment, etc. The external recruitment methods include traditional media advertising, on-site recruitment, online recruitment, talent intermediary agencies, campus recruitment, internal recommendation, job seekers self-recommendation and so on.

2. Pacific Insurance Recruitment Status Analysis

2.1. Brief introduction of China Pacific Insurance Company (CPIC)

China Pacific Insurance Co., Ltd. is referred to as China Pacific Insurance, it is a state-owned enterprise. The company's mission is: becoming a responsible insurance company. The core values of the enterprise are: honest world, steady life, the pursuit of excellence; business philosophy is: promoting and achieving sustainable value growth, constantly creating value for customers, shareholders, employees, society and stakeholders, and contributing to social harmony. The vision of the enterprise is: facing the future, adhering to the strategic transformation guided by customer demand, and striving to build itself into a first-class insurance financial service group which focuses on the main insurance industry, with continuous growth in value and international competitiveness.

2.2. Brief introduction of staff recruitment of China Pacific Insurance Company

China Pacific Insurance has a dedicated team responsible for the recruitment of employees, which is divided into different groups, each consisting of six people and selecting staff in channels which responsible by their teams. In the recruitment process, the company emphasizes six major recruitment principles, namely, the principle of economic benefits, the principle of matching people with posts, the principle of using people according to their capabilities, the principle of comprehensive assessment, the principle of fairness and openness, and the principle of competition. And in terms of recruitment channels, four major recruitment channels are mainly adopted: network recruitment, internal recommendation, campus recruitment and talent intermediary agencies. Under the human resources planning budget, the personnel department often adopts the low-cost recruitment methods, their human resources planning is generally formulated at the end of the previous year, then split the recruitment target by month, and evaluate the key performance indicators of recruiters.

3. Problems in staff recruitment of China Pacific Insurance Company

3.1. Unreasonable human resources planning

Human resource planning is a future plan based on the strategic objectives of the organization. It has forward-looking and guiding significance, and is of paramount significance to the acquisition, allocation, use and protection of talents in enterprises. In the development of human resources planning, China Pacific Insurance has two main problems: first, the development of personnel needs program followed the previous year. Although previous experience has certain reference value, but it ignored the actual situation of the current talent market. It is already quite difficult to predict the future, but the data refer to the previous year, and the previous years' data referred to the data of the year before previous year, which is far from the actual situation in the talent market, and the final planning quality and utility are greatly reduced; second, the part of the funding for recruitment is also based on past experience. Staff recruitment costs are mainly related to the selection of recruitment channels. In China Pacific Insurance, four major recruitment channels are mainly adopted, they are network recruitment, internal recommendation, campus recruitment and talent intermediary agencies. It is generally believed that campus recruitment is the cheapest, but it is actually the most expensive of these four channels, because most of the money is used for human combing, so that simple campus recruitment has become "high talent consumption". Therefore, estimate the next year's recruitment funds according to the funding of previous years is not scientific.

3.2. Business sector has not paid enough attention to human resources planning

The sectors with the highest turnover rates in China Pacific Insurance are the premium sector, operations centers and group operations. The annual turnover rate can reach 20 percent, and it is up to 50 percent during the COVID-19 outbreak. There are two reasons for this: on the one hand, the head of the business department does not have the consciousness of human resource planning, their staff recruitment generally only depends on whether the current personnel is enough. If enough, they won't recruit new employees; if not enough, they immediately put forward the demand for personnel, while they often ignore the cost of recruitment factors; on the other hand, business executives generally do not pay much attention to employee relationship management, tend to bring personal emotions to work, or have low tolerance for employees. For example, they may say "Get out of here if you don't want to do it". This kind of words often appear not only in the mouth of grass-roots managers, but also in mouth of the middle and senior levels, which will inevitably lead to some employees leaving under abnormal conditions, resulting in the loss of talents and the increase of recruitment costs.

3.3. Lack of scientific basis for recruitment criteria

Before the recruitment of staff, in addition to human resources planning, to have a job

description is also necessary. In general, many enterprises carry out human resource planning, but some enterprises do not prepare job analysis when recruiting employees. For example, In China Pacific Insurance, the company's personnel recruitment team don't have professional background, know few about the importance of job analysis, and recruit new employees more based on personal subjective feelings. Once we interviewed a recruitment supervisor at the company, he said that when recruiting salespeople, he only considered one factor, that is, whether the person can communicate with people normally, and he thought that salespeople were dealing with customers, it's fine as long as they could sell insurance. Although the idea doesn't seem wrong at first glance, but is the staff recruited really just a person who can communicate? He ignored not only the risk of external recruitment, but also the importance of post matching.

3.4. Irrational selection process

Personnel selection is the process of screening and selecting candidates who come to apply for jobs, in which people who obviously do not meet the basic requirements of the post are eliminated, and then recruit the candidates who can fully match the position. China Pacific Insurance is irrational in the selection of personnel, specifically: when receiving a resume, recruitment department will generally recruit staff according to the recruitment situation of the month. Generally, if they haven't reach the KPI of recruitment in the end of the month, they will loosen the recruitment conditions, that is, "tight in the former and loose later"; but if the recruitment situation is better that month, they will increase the difficulty of hiring personnel in the end of the month, that is, " loose in the former and tight later". Structured interview is mainly chosen in interview methods, which involves three aspects: background problems, intelligence problems and situational problems. However, structured interview can not really distinguish candidates' true purposes for prepared candidates, this kind of interview for inexperienced interviewers can not achieve the purpose of understanding people and introducing talents for enterprises.

3.5. Lack of effective recruitment assessment methodology

Under normal circumstances, enterprises conduct a recruitment evaluation of human resources after the human resources recruitment activities finished. They conduct cost-benefit assessment, recruitment channel assessment, quantity and quality assessment, reliability and validity assessment which mainly aims at recruitment activities. This not only helps to sum up the lessons learned in the recruitment process, but also saves costs and provides scientific basis for future recruitment activities. But in the case of China Pacific Insurance, the company focuses on recruitment channels and cost-effectiveness. The main reason for giving up campus recruitment is that the average school recruitment is 1000 yuan per person, while other channels are 500 yuan per person. The quantity and quality assessment, reliability and validity assessment of the staff recruited are not covered.

4. Countermeasures

4.1. Improve human resources planning

For the company, human resources planning plays an outline role. In developing human resources planning, China Pacific Insurance should do well in the following two aspects: regard to job seekers, use the available channels to find out whether there is a strong demand for job seekers in the market and what is the range of their expected salary levels; on the enterprise side, the formulation of human resources planning should be based on the strategic objectives of the enterprise, the company's senior management should clarify the company's strategic planning. Besides, each department manager should also establish the consciousness of human resources planning and talent reserve. In addition to cooperating with the recruitment of staff, they should also seriously think about the personnel reserve of their department and actively cooperate with the human resources department to do a good job of human resources planning.

4.2. Clarify recruitment criteria

As the saying goes, "if a worker wants to do a good job, he must first sharpen his tools". If an

interviewer wants to do well in recruiting employees, he should make clear the standard of talent recruitment, and the standard of talent recruitment should be determined according to the job description of the company. Although most companies believe that the job description is of little importance and that it is time-consuming, consumable and exhausting to carry out the work, and often select personnel based on empiricist. But the job description contains job summary, job requirements, job qualification, working conditions and other contents, do have important reference significance for the interviewers to control whether a candidate meets the requirements of the position. And only if the companies clarify the criteria for recruitment, will employees match the position as much as possible.

As far as job analysis methods are concerned, the most commonly used job analysis methods are data analysis, interview analysis, questionnaire survey, in which the data analysis method is based on the company's existing rules and regulations, job qualification and other information with low cost; while interview analysis is the most widely used method at present. The work analysis is completed by the staff analyst through face-to-face exchange of suggestions and opinions with the incumbent, supervisor, etc... Questionnaire survey is the most commonly used method at present. By issuing questionnaires, employees can describe the tasks and responsibilities of their jobs. This method has certain requirements for the cultural level of the respondents. Before filling out the questionnaire, we should not only do the mobilization meeting, but also carry out necessary training. Therefore, the human resources department of the company should improve the understanding of the importance of the job description, adopt the work analysis method which is suitable for the company, clarify the talents recruitment standard, and improve the professionalism of the business.

4.3. Standardize staff selection processes

Employee selection is the climax and the most important part of the whole recruitment work, which determines whether we can introduce talents for the development of the enterprise. Generally speaking, the company have two steps which are "screen" and "select". "Screen" means to screen out those who obviously do not meet the company's job requirements according to the resume submitted by the job seeker. "Select" is to select the job seekers who match the position on the basis of the former step. Whether it is "screen" or "select", there should be a standardized process.

For the current staff selection process of China Pacific Insurance, two aspects need to be standardized: first, the process of "screening" should be strictly controlled, the job seekers whose educational background, work experience, comprehensive quality and other contents in resume are unqualified, should be eliminated in time, to avoid situation like "loose in the former and tight later" or "tight in the former and loose later"; second, in the process of "selection", the interview should be organized in a reasonable and effective manner according to the job requirements. In this step, the quality of interview is mainly affected by two factors, namely, interview method and interview evaluation elements. There are mainly six interview methods include structured interview, unstructured interview, scenario hypothesis interview, leaderless group discussion interview, speech interview, actual interview and so on. The factors of interview evaluation include the applicant's education, work experience, comprehensive ability, etc. The interviewer needs to be very familiar with what kind of person the position is looking for in order to try to select a suitable candidate as far as possible at this stage.

4.4. Enhance Recruitment Effectiveness Assessment

The evaluation of recruitment effect is a summary of the whole recruitment work, which is not only a reflection on the past, but also a guide to the future. Therefore, enterprises should consider the effect of the whole recruitment process with comprehensive and multi-angle. In the evaluation of recruitment effect, China Pacific Insurance should add quantity and quality evaluation, reliability and validity evaluation, and compare and analyze the recruitment effect of the four channels from the four angles of cost benefit, recruitment channel, quantity and quality, reliability and validity, and get the best combination of recruitment channel selection scheme.

5. Summary

The quantity and quality of staff recruitment affect the management state and development speed of the enterprise. The effective employee job fair brings benefits to the company and improves the market competitiveness of the company. Therefore, China Pacific Insurance should pay attention to the prior control, in-process control and post-control of staff recruitment, and its human resources department should perfect the human resource planning, clarify the recruitment standards, improve the recruitment process, and strengthen the evaluation effect of recruitment. Always keep in mind that “staff recruitment is to recruit qualified personnel and talents for enterprise”.

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