

The measure index of the effectiveness of talent recruitment and its promotion strategy

Zhu Sanbin

Chongqing City Vocational College, Chongqing, 402160, China

Keywords: Human resource management; Recruitment; Effectiveness

Abstract: Whether the quantity and quality of new employees meet the current and future needs of the organization for human resources, the suitability of new employees and the organization, saving recruitment costs, and the impact of recruitment on the social reputation of the organization are all indicators to measure the effectiveness of recruitment. Therefore, all measures to improve these indicators can improve the effectiveness of recruitment.

1. Introduction

Personnel recruitment refers to the process in which an enterprise, in order to meet the needs of development and according to the requirements of human resource planning and job analysis, looks for and attracts those who are capable and interested to work in the enterprise, and selects suitable personnel to be employed. As an effective way to meet the needs of production and operation, personnel recruitment is playing an increasingly important role in the practice of human resource management. At present, how to improve the effectiveness of recruitment is not only a problem that the human resources department must face, more and more enterprise leaders and the heads of the employing department are paying close attention to.

2. A measure of the effectiveness of talent recruitment

2.1. The number and quality of new employees meet the requirements of the organization and save costs

Recruitment revenue is the number of qualified employees recruited, and the most direct purpose of recruitment is to recruit enough qualified employees to fill the vacant positions. On the premise that the quantity and quality meet the requirements, the effective recruitment should expand the ratio of recruitment revenue and cost, which can be measured by the quantitative method: $\text{recruitment revenue} / \text{cost ratio} = \text{total value created by new employees for the organization} / \text{total recruitment cost}$ total recruitment cost includes direct cost and indirect cost. The direct cost is composed of recruitment and selection expenses, work placement expenses, recruitment and travel expenses of candidates, while the indirect cost is shown by the loss caused by unqualified employees and the damage of social image caused by improper recruitment methods. Recruitment cost and the total value created by all employees for the organization determine the recruitment cost-benefit ratio. Therefore, to improve the effectiveness of recruitment, on the one hand, we should reduce the recruitment cost as much as possible, on the other hand, we should increase the total value created by employees for the organization^[1].

2.2. New employees have training potential to meet the strategic needs of the organization

An effective training system can save recruitment cost. By training employees to adapt to the changing environment, not only can improve their sense of occupational safety, but also can reduce the number of recruitment, saving recruitment costs. When an enterprise can not recruit the required employees, it can focus on the training potential and work motivation of the candidates, and make the new employees meet the requirements of the organization through future training. Therefore, whether to recruit employees who can be effectively trained is also a measure of recruitment

effectiveness. The success of recruitment depends on whether the employees can meet the strategic development needs of the organization. If an employee is willing to serve an organization for a long time and can meet the needs of the organization's development strategy, the organization can not only reduce the number of recruitment, save a large amount of recruitment costs, reduce the cost of dismissal due to employees' non-compliance, but also be conducive to the continuation of the organizational culture^[2].

2.3. Whether the organization can meet the work and life quality requirements of employees

The quality of work and life of employees is affected by a series of conditions of the organization, such as work arrangement, work remuneration, promotion system, organizational culture, etc. if the organizational conditions fail to meet the requirements of the quality of work and life of employees, it may lead to resignation, absence, sick leave, thus reducing the effectiveness of recruitment. Employees of different qualities have different input to the organization and their requirements for the quality of work and life. Therefore, it is not that the more excellent the employees are, the better. A good match between new employees and organizational conditions should be an indicator of whether recruitment is effective^[3].

2.4. Recruitment improves the image of the organization and the social reputation of the organization

Organization image and social reputation are affected by many factors. In the recruitment process, it is necessary to publicize the organization to attract potential candidates. If the recruitment method is appropriate, it can contribute to the organization image and social reputation. Even if a recruitment plan does not recruit many candidates, a good social image and social reputation can attract more candidates for the organization in the future, which is one of the signs of successful recruitment^[4].

3. Strategies to improve the effectiveness of talent recruitment

3.1. Strengthen the cooperation between human resource department and line department, improve the quality of job analysis and human resource planning

The function of personnel management needs the cooperation of human resource department and line department. The human resources department and the line department have a good working relationship and information communication, the effectiveness of work analysis and the rationality of human resources plan can be improved, so that the recruitment work has a reasonable guidance and accurate employment basis^[5].

3.2. Make full use of the historical data of organizational personnel management to carry out the research of human resource management

Human resource department can find the way to improve the recruitment by analyzing the historical data of organization recruitment and carrying out market research. If we can compare the effectiveness of different media advertisements in attracting qualified candidates, we can choose the media with high effectiveness to save advertising costs for the organization; if we investigate the candidates who refuse to accept the positions offered by the organization, we can understand the reasons for the refusal, so as to improve the internal management of the organization; if we carry out market research, we can understand the changes of people's values and lifestyles, people The change trend of the market and technology of human resources, the social reputation of the organization, the recruitment and human resource management of the organization should be consistent with the trend of the times and the social reputation of the organization^[6].

3.3. Improve the communication between the organization and the target labor market and the public, and influence the career preference of potential candidates

The organization should convey its own information and job vacancy information to potential

candidates. If the target labor market is graduates with professional training, the organization can strengthen its contact with universities, such as project cooperation, lectures, leaflets, etc. Organizations can cooperate with the mass media to strengthen publicity; they can also participate in public welfare undertakings and strengthen the links between organizations, communities and governments. All these measures can increase the familiarity of potential candidates with the organization, improve the social image of the organization, and further improve the public's liking for the organization and the potential candidates' preference for occupation.

3.4. Strengthen the management of recruitment process and the evaluability of recruitment plan

The HR department should carefully plan the recruitment process, such as how long to transfer the resume and application form of the applicant to the recruitment department, how long to reply to the applicant, and what activities the applicant should take part in; when choosing the recruitment method, it should not only consider its attraction to potential applicants, but also consider its cost and feasibility. The personnel department is responsible for explaining the recruitment process. The formulation of recruitment plan should be based on facts or theories. It should not only explain why it should be done, but also explain the indicators to measure the effectiveness of recruitment work. The evaluability of a plan is a strict requirement for recruiters, so that they recognize the work, and can also improve the influence of human resources department in the organization^[7].

3.5. Set up reasonable application qualification

Determine the application qualification according to the statement of work, and distinguish the necessary and unnecessary conditions that can be prioritized. The application qualification determined must conform to the actual situation of the organization, ensure that the organization has a competitive advantage over its competitors, and ensure that the candidates are qualified and save costs. Therefore, in order to have a sufficient number of candidates and save time and money for examination and employment, it is necessary to make the application qualification reasonable, too high will reduce the number of candidates, and at the same time make many people go to competitors, too low will waste recruitment time and money. In the process of recruitment, there is a phenomenon of "recruitment revenue pyramid". Starting from the organization obtaining the letter of application, after written examination, interview and employment, the number of people left, that is, recruitment revenue, is gradually reduced, just like the pyramid. In the selection process, the organization determines the criteria for each link in the recruitment process according to the "recruitment revenue pyramid" and the organization's experience.

3.6. Select the right recruiters and train them in their professional skills

Recruiters should have elegant demeanor, rich knowledge, capable working style, strong interpersonal communication ability, love the company and understand the work. In the recruitment process, the candidates should show enthusiasm, interest and respect, and master the interview skills. If recruiters don't know the company and the positions they are looking for, they can't answer the candidates' questions.

3.7. Coordinate human resource management system

The reliability and validity of employment tools will affect whether qualified candidates can be accurately selected, so we should constantly improve the employment tools. The organization's salary and welfare, decision-making mechanism, career management, working environment and training system affect the development of employees' work life quality, work skills and values, which are all related to the effectiveness of recruitment. Therefore, the organization needs to coordinate the recruitment plan and strategy with the whole human resource management. If the recruitment fails to meet the requirements of the work, the recruitment can be based on the learning ability instead of the work requirements, and then the training can be strengthened to overcome the deficiencies in recruitment.

3.8. Pay attention to recruitment strategy and innovation of recruitment mode

3.8.1. The selection of recruitment strategy should be considered comprehensively

If the social reputation of the organization is good, it can attract many people to apply for the job. It can appropriately improve the recruitment standard, recruit more excellent employees in the recruitment process, and reduce the training investment. It is necessary to consider the positioning of products and services. If the positioning of products and services is relatively low, and the requirements for employees are not high, it can reduce the recruitment standard, so that personnel can be consistent without making employees feel. When choosing the recruitment strategy, we should also consider the degree of competition in the talent market. If the competition in the talent market is too fierce, we should pay attention to the key characteristics of the work rather than excessive requirements when determining the employment standards.

3.8.2. In order to make recruitment more effective, human resources department should pay attention to the innovation of recruitment methods

In the recruitment process, different objectives can be pursued, such as reducing the possibility of future employee turnover, or expanding the influence of the organization to improve the effectiveness. Different goals can adopt different strategies. Many enterprises adopt the method of "real work preview" to provide the candidates with the real situation of the work during the recruitment publicity. This method enables candidates to form real expectations about their work and conduct self screening, and also prepares them for future work. This approach can obviously reduce ineffective recruitment, reduce the possibility of leaving in the future, and establish an honest image of the organization. Some enterprises have strict and series selection procedures. For example, P & G often carries out a large number of recruitment and selection among university graduates nationwide. Those who fail in the last few rounds not only feel sorry, but also feel that they are good and can persist to the end. P & G uses this method to not only select qualified employees for itself, but also establish a corporate image^[8].

4. Conclusion

To sum up, it is a systematic project to improve the effectiveness of personnel recruitment. It requires enterprises to stand on the strategic height, establish the concept that human resources are the first resource, take people as the basis, formulate the strategic plan of talent introduction in combination with the actual situation of enterprises, and make it effectively fall into the recruitment plan through scientific recruitment methods; at the same time, enterprises should build a harmonious enterprise. In terms of business environment, people should be retained by environment, system, emotion, and career, so as to enhance the sense of belonging of employees.

References

- [1] Guo Wentao. Research on the effectiveness of talent recruitment of small and medium-sized enterprises in Northwest China [J]. File, 2018,8 (32): 101.
- [2] Gao songjuan. Research on the effectiveness of talent recruitment in public hospitals [J]. Modern hospital management, 2017,15 (4): 72-74.
- [3] Li Liang. Research on the effectiveness of talent recruitment in aerospace high tech enterprises [J]. Operator, 2016,30 (22): 68.
- [4] Li Bo. Effectiveness analysis of enterprise talent recruitment [J]. Science and technology innovation guide, 2016,13 (16): 109-109111.
- [5] Wang Zhimin, Yang Tao. Application of PDCA cycle in improving the effectiveness of hospital talent recruitment [J]. Modern hospital, 2016,16 (9): 1359-1361.
- [6] Si Rongding. Research on measures to improve the effectiveness of talent recruitment in public

hospitals in Henan Province [J]. Henan Medical Research, 2013,22 (3): 471-473.

[7] Zhang Limei, Xiang Zheng. Research on the recruitment of marketing talents in medical device enterprises -- taking enterprise a as an example [J]. Modern management, 2019,9 (04): 570-578.

[8] Li Shiwei. How to improve the effectiveness of campus recruitment in the context of information asymmetry [J]. Renjian, 2016216 (21): 157-157.