Research on Recruitment Problems and Countermeasures of M Co.

Panrui Wang

Chengdu College of Arts and Sciences, Chengdu, 610401, China

Abstract: In the competitive market environment, the development of enterprises cannot be separated from the support of excellent talents, and personnel recruitment, as a key link in human resource management, plays a vital role in the sustainable development of enterprises. This paper takes M Co., Ltd. as the research object, deeply analyzes the problems existing in its personnel recruitment process, such as low completion rate of recruitment, single selection method, imperfect process and lack of effective evaluation, etc. Through the analysis of these problems, it puts forward a series of targeted countermeasures to solve them, aiming at providing useful references for M Co., Ltd. and related enterprises, and assisting them in improving the efficiency and quality of recruitment and realizing sustainable development.

Keywords: Recruitment process; Recruitment problems; Talent recruitment; Optimization strategy.

1. Introduction

1.1. Research Background

With the continuous development of the global economy, the competition among enterprises has become more and more intense, and human resources have become the core resources for enterprises to obtain competitive advantages. In such a big environment, personnel recruitment as the basic link of enterprise human resource management, its importance is becoming more and more prominent. For small and medium-sized enterprises (SMEs), due to the limitations of their own scale, capital, brand awareness, etc., they face many challenges in the talent recruitment process. As a representative enterprise in the industry, M Co., Ltd. also faces the dilemma of talent recruitment. In the process of development, the company has a high turnover rate and a single method of talent introduction, which not only affects the normal operation of the company, but also hinders the long-term development of the company. Therefore, it is of great practical significance to study the personnel recruitment problem of M Ltd. in depth and put forward practical countermeasures to solve the problem.

1.2. Purpose and significance of the study

This study aims to comprehensively analyze the problems of personnel recruitment in M Ltd. and, through in-depth research and theoretical analysis, find out the root causes of the problems and put forward targeted optimization strategies, so as to improve the recruitment efficiency and quality of the company, and provide strong talent support for the company's development. Through the study of the recruitment problems of M Ltd, it can provide reference experience for other SMEs. On the practical side, it helps to solve the common problems existing in the process of talent introduction in small and medium-sized enterprises, improve the overall quality of enterprise personnel and enhance the market competitiveness of enterprises. From the theoretical level, it enriches the relevant theoretical research on enterprise recruitment management and provides reference basis for subsequent research.

1.3. Research status at home and abroad

Domestic scholars have conducted extensive and in-depth research in the field of enterprise recruitment. Zhao Shuming pointed out that enterprise recruitment is not only to meet the demand for jobs, but also an important way to shape the corporate brand image and enhance social awareness. By comparing traditional recruitment mode and social network recruitment mode, Ting Deng, Zhipeng Ma and Wen Zhao found that although traditional network recruitment saves time and energy, there are problems such as heavy workload of resume screening and difficulty in guaranteeing the authenticity of information, while social network recruitment mode has advantages in terms of credibility. Chen Guohai and Wu Jiangping emphasize that enterprises should formulate recruitment strategies according to job specifications and competency standards and strengthen risk control. Foreign countries have rich achievements in recruitment theory research. Kasshum and other researchers have conducted in-depth research on the competency composition of the management team in the hotel industry, summarized the behavioral indicators, occupational competencies and technical requirements, which provides an important reference for the selection of the management of the hotel industry. Moradi et al. have analyzed the competency of the project managers involved in collaborative construction projects, and constructed a competency model, which is an important guide to the selection of the project manager and the improvement of the project manager's performance.

1.4. Research content and methodology

This study mainly focuses on the recruitment of M Ltd, covering the current situation of the company's recruitment, the problems and reasons for the analysis, as well as targeted countermeasures and recommendations. Specifically, it includes the analysis of the recruitment process, channels, team, employee recruitment satisfaction and selection methods of M Co., Ltd. to find out the problems of low recruitment completion rate and single selection method, and analyze the reasons from the aspects of recruitment channels, traditional concepts, and the pressure of the company's development, and finally put forward the countermeasures to

improve the recruitment completion rate, increase the recruitment methods, improve the recruitment process, and build the evaluation system. The research adopts case study to analyze the recruitment problems with M Co. as a specific case; uses induction and comparison to synthesize the actual situation of the company, summarize and organize the scattered facts, and compare and analyze the advantages and disadvantages; with the help of literature research, combing the domestic and foreign related literature to provide theoretical support for the research; through the questionnaire, conducts a sampling research on the company's employees, and quantitatively analyzes the recruitment problems.

2. Relevant Concepts and Theoretical Foundations

2.1. Related concepts

Personnel recruitment is the process by which companies select suitable candidates from a large number of applicants through a variety of channels and attract them to be hired into the organization to meet the needs of the organization's positions, including internal recruitment and external recruitment. Personnel selection is the use of specific methods, from a large number of applicants to select the most in line with the requirements of the enterprise position and development prospects of the talent, and employment, evaluation and selection activities. Recruitment has a multifaceted and important role in the development of enterprises. It can meet the development needs of the company, in the competitive market environment, to attract high-quality talent for the enterprise, and promote business development. It helps to realize the self-worth of the personnel, so that the employees can be recognized in the enterprise, enhance the sense of belonging, and promote the personal growth of the employees. At the same time, it can promote the sustainable development of the enterprise, optimize the personnel structure through rational allocation of human resources, and improve the quality of employees and work efficiency. In addition, good recruitment can also establish corporate image and enhance market competitiveness. Recruitment should follow the principles of objectivity, openness and transparency, priority of efficiency, fair competition, meritocracy, matching and flexible meritocracy. The principle of objectivity requires a fair attitude to recruitment, without mixing personal feelings; the principle of openness and transparency emphasizes the openness of the recruitment information to ensure that the recruitment process is fair; the principle of priority efficiency in the pursuit of the shortest cost to obtain the most suitable candidates; the principle of fair competition for candidates to set a high standard to create a fair environment; the principle of meritocracy ensures that the screening is open and fair and provides employees with space for development; the principle of matching the personnel ability to achieve the matching of people and jobs; and the principle of flexibility and meritocracy. The principle of matching is based on the ability of the personnel to realize the matching of personnel and posts; the principle of flexibility and meritocracy takes full account of the comprehensive requirements of the post, and adjusts the selection method according to the market changes. Recruitment procedures usually include the interview preparation stage, to determine the quality of the required talents, knowledge and skills and other requirements; hiring stage, to develop selection criteria, publish recruitment announcements, to attract applicants, and new employees for induction training and job introduction; interview completion stage, according to the job requirements and the ability of the applicant to determine the assessment standards and methods, and organization and implementation; hiring stage, responsible for the later stage of the tracking of talent, assessment of the quality of the hired personnel, collect relevant information, and to assess the quality of the job, and collect relevant information. Evaluate the quality of hired personnel and collect relevant information .

2.2. Relevant theoretical basis

The iceberg model is proposed by American psychologist McLellan, which divides individual abilities and qualities into surface elements and deep elements. Surface elements, such as professional operational skills, education, language expression level, etc., are easy to observe and evaluate, but are only the external manifestation of individual potential. Deeper elements include inner potential, cognitive intelligence, creative potential, interpersonal skills, organizational coordination level, etc. These elements are the core of individual growth and performance, and although difficult to observe and evaluate directly, they play a key role in the long-term development of individuals. The Onion Model starts from the core and moves outward to the elements of motivation, traits, self-knowledge and values, social orientation, mindset, cognitive and operational skills. The further outward, the easier it is to cultivate and assess; the further inward, the more difficult it is to evaluate and master. Compared with the iceberg model, the onion model explains the inner connection between the qualities more clearly, and the assessment of the key competencies can predict the individual's future work effectiveness in a forward-looking manner.

3. Recruitment situation of M Co.

3.1. Introduction of M Co.

Founded in 1996, M Co., Ltd. is an enterprise specializing in cosmetics, featuring high-end positioning. After years of development, the company has about 50 employees, and the organizational structure shows a "pyramid" structure. The company focuses on the construction of corporate culture, adhering to the concept of "providing customers with quality service", constantly improving product quality and service level, and is committed to achieving sustainable development. The company's organizational structure is divided into three levels, the general manager is fully responsible for the company's operations. The middle level consists of seven professional organizations such as R&D Department, Product Department, Design Department, Marketing and Sales Department, Operation Department, Finance Department, and Comprehensive Human Resources Department, etc. Each department has a manager in charge of the work of the department. The bottom level is under the 14 sub-departments, each assigned two by the upper level departments, each sub-department has a supervisor in charge of specific affairs .

3.2. Status of Recruitment in M Ltd.

Recruitment in M Ltd. is mainly handled by the Integrated Human Resources Department, which is led by the Human Resources Manager and is equipped with a Recruitment Supervisor and a Recruitment Specialist, who is responsible for screening CVs, organizing interviews, evaluating

candidates, and collaborating with the heads of departments to ensure that the recruited talents are in line with the company's needs. In addition, the department also has staff responsible for interpersonal relations, employee social insurance and housing fund collection, as well as administrative support and logistical support for government agencies.

The company adopts a combination of external and internal recruitment, with external recruitment accounting for about 80% and internal recruitment accounting for about 20%. External recruitment is mainly through online recruitment platforms, such as MileagePlus, Wisdom Link Recruitment, Boss Direct Recruitment, etc., utilizing the abundant resume resources of these platforms to screen talents. At the same time, the company entrusted professional recruitment agencies and headhunters to recruit high-end talents. Internal recommendation is also an important channel, the company encourages employees to recommend suitable talents to improve the accuracy and efficiency of recruitment. The recruitment process of M Co., Ltd. includes each department putting forward the recruitment requirements and submitting them to the human resources department after the approval of the general manager. The HR department makes a recruitment plan, including choosing recruitment channels, arranging recruitment time and budget, etc. The recruiter screens resumes and organizes the recruitment. Recruiters screen resumes and then organize interviews, which are divided into initial interviews with the human resources department, professional interviews with the hiring department and interviews with senior leaders, and offer notices are issued after the results of comprehensive interviews and background investigations. However, in practice, the recruitment process is not strictly implemented, the collaboration of various departments is insufficient, and there is a lack of personnel competency assessment and recruitment effectiveness assessment in the hiring stage .

Through a questionnaire survey of 109 employees who have joined Company M in the past two years, it is found that employees' satisfaction with the company's recruitment process, interviewer's ability and attitude, and the content of the recruitment position are not high. In terms of satisfaction with the recruitment process, 46% of the employees think that it is "average" and 14% think that it is "very low" or "low"; in terms of satisfaction with the interviewer's ability and attitude, 42% of the employees think that it is "average" and 14% think that it is "very low" or "low". In terms of interviewer's ability and attitude satisfaction, 42% of the employees think it is "average" and 8% think it is "very low" or "low"; in terms of job content satisfaction, 39% of the employees think it is "average" and 8% think it is "very low" or "low". In terms of satisfaction with the content of the recruitment position, 39% of the employees think it is "average" and 24% of the employees think it is "very low" or "low". The Company mainly adopts the two methods of personal background data analysis and interview in employee selection. Candidates are screened for interviews by analyzing their personal history to understand their academic progress, work experience and performance. In the interview process, the interviewer communicates directly with the candidate, assesses his/her quality and skills, negotiates salary and benefits, and for managerial positions, the company's management is responsible for the interview .

4. Problems and Causes of Recruitment in M Ltd.

4.1. Problems of Recruitment in M Co.

The completion rate of the recruitment plan of M Co., Ltd. is relatively low, the original plan to recruit 34 people, the actual arrival of only 18 people, the completion rate of 64%. Among them, marketing and sales positions and functional positions recruitment completion is relatively good, while R & D, product, design and other departments of the recruitment completion rate is low, such as R & D Department plans to recruit 10 people, the actual to the post of 4 people, the completion rate of 40%; Product Department plans to recruit 8 people, the actual to the post of 3 people, the completion rate of 37.5%. The low completion rate of recruitment affects the supplementation of human resources and the normal development of the company's business. In the recruitment process, the company mainly relies on the traditional selection method of resume screening and interviews, which is relatively single. It is difficult to fully understand the actual ability and potential of the candidates through resume screening, and the interview process is susceptible to subjective factors, resulting in an inaccurate evaluation of the candidates. In addition, the company lacks scientific assessment tools and professional assessment talents to comprehensively assess the skills, personality, values, etc. of the candidates, which may lead to the omission of outstanding talents and increase the recruitment risk. In the recruitment process, the company's job analysis is not deep enough, and the communication between the hiring department and recruiters about the job requirements is not sufficient, which leads to unclear recruitment standards and difficulty in screening out suitable candidates. Recruitment process design lacks systematic and scientific, the interview process is not reasonably set up, the candidate screening, assessment and feedback mechanism is not perfect, and the recruitment process fails to be optimized according to the market changes and the company's development in a timely manner. After the employees join the company, the follow-up work is not in place, lack of background investigation, induction training and career planning, etc., which affects the adaptation and development of new employees. The company lacks effective evaluation of the recruitment effect during the recruitment process. There are no clear recruitment goals and measurement standards to accurately assess the efficiency and quality of recruitment activities. Insufficient analysis of recruitment channels and processes, unable to identify problems and optimize in time. Incomplete assessment of candidate quality, focusing only on skills and experience and ignoring aspects such as personality and values. Inadequate communication and feedback mechanism with the hiring department, resulting in a mismatch between the recruited personnel and the actual needs of the department .

4.2. Analysis of the causes of recruitment problems in M Ltd.

When recruiting, M Ltd. does not fully consider the characteristics of different positions and choose the recruitment channels that are suitable for them. Most of the positions rely too much on the Internet recruitment software, resulting in a large amount of resume screening and information authenticity is difficult to guarantee. Technical positions are suitable to be recruited through headhunters,

internal recommendations or professional recruitment websites, while marketing and operation positions are more suitable to be recruited through social media or online recruitment software, but the company fails to match them reasonably, which affects the recruitment effect. Bound by traditional concepts, the company's acceptance of new recruitment channels and technologies is low, and it relies too much on traditional recruitment websites and interview forms. At the same time, considering the cost factor, the company is reluctant to invest more money to develop new channels and adopt new technologies, such as the high commission for headhunting services, the acquisition and maintenance costs of advanced assessment software. In addition, the Company's recruitment team has a shortage of professional talents, backward technical capabilities, insufficient application of emerging recruitment technologies and path dependency, and is unwilling to try new recruitment methods . With the rapid expansion of the Company's business, the demand for personnel has increased significantly, and the Company has simplified the recruitment process in order to meet the demand for urgent employment, such as conducting only one round of interviews for some positions. At the same time, the hiring department did not express the job requirements clearly, and the recruiters did not know enough about the technical positions, which led to the low accuracy of job analysis and slow progress of recruitment. In addition, the company reduces employee background checks, onboarding training, etc., which makes it difficult for new employees to adapt to the company's environment, resulting in low work efficiency and high turnover rate . The management of the company did not recognize the importance of recruitment effectiveness evaluation, thinking that business development and market occupation were more important in the company's start-up stage, and neglected recruitment effectiveness evaluation. The company is not equipped with professional assessment tools, and the staff of the human resources department lacks relevant professional knowledge and practical experience, which makes it difficult to carry out scientific and effective assessment. At the same time, the company's reputation is not high, it is difficult to attract talents with professional evaluation ability, which restricts the development of recruitment effect evaluation.

5. M Ltd. Recruitment Problem Countermeasures

5.1. Enhance the completion rate of recruiting talents

M Co., Ltd. should choose appropriate recruitment channels according to the characteristics of different positions. For high-end technical talents in R&D, product, design and other departments, the proportion of internal recommendation and cooperation with headhunters can be increased, utilizing the connections of internal employees and the professional ability of headhunters to quickly and accurately find talents that meet the requirements. For functional positions such as operations, human resources, finance and sales, the company can make full use of recruitment websites and social media platforms to release detailed recruitment information to attract more candidates. In addition, the company should strengthen cooperation with universities and participate in campus recruitment to reserve young talents for the company. At the same time, the company should regularly evaluate and adjust the recruitment channels, analyze the recruitment effect

of different channels, cost investment and other factors, and constantly optimize the combination of recruitment channels to improve the overall effectiveness of recruitment.

5.2. Increase multiple recruitment methods

In order to solve the problem of single recruitment method, M Ltd. should actively expand recruitment channels. In addition to the traditional recruitment website, it can participate in all kinds of job fairs to increase the opportunity of direct communication with candidates. Give full play to the role of headhunters to explore high-end talent. Emphasize internal recommendation, establish an effective internal recommendation incentive mechanism, and improve the enthusiasm of employees' recommendation. Utilize emerging technologies, publish recruitment information on social media platforms, and conduct video interviews to attract more young and energetic talents. Optimize the recruitment process and use automation tools to improve the efficiency of resume screening and interview scheduling. Make a detailed recruitment plan according to the enterprise strategic planning, reasonably increase the recruitment investment, and improve the success rate of recruitment .

5.3. Improve the recruitment process

In the process of job analysis, strengthen the communication between the hiring department and the HR department to ensure that the hiring department explains in detail the core responsibilities of the position, skill requirements and the number of recruits, and that the HR department sets a reasonable recruitment cycle and talent quality targets in light of the business needs and market conditions. In the resume screening process, intelligent resume screening tools are used to set screening conditions according to job requirements, and the screening criteria are reviewed and adjusted regularly. In the interviewing process, we design structured interviews according to job characteristics, formulate detailed interview guidelines, and improve the science and effectiveness of interviews. After the interview, give timely feedback to candidates, record and analyze key data in the recruitment process, such as resume screening pass rate, interview pass rate, etc., and adjust the recruitment strategy based on the data analysis results . In addition, build a human-centered governance system, plan career growth paths for employees, provide promotion opportunities, stimulate employee motivation and creativity, enhance employee loyalty to the company, and improve the company's ability to attract outstanding talent.

5.4. Constructing a recruitment effectiveness evaluation system

Company M should strengthen the training of recruitment effectiveness evaluation skills and improve the evaluation ability of the recruitment team. Or recruit professionals with a complex background in recruiting effectiveness evaluation to build a scientific comprehensive evaluation system of recruiting results. Determine evaluation indicators, such as recruitment cycle, recruitment cost, employee retention rate, employee performance, etc., to comprehensively measure the efficiency, quality, and degree of match with job requirements of the recruitment work . Implement a regular evaluation mechanism to conduct quarterly comprehensive and systematic evaluation of recruitment results to ensure the professionalism and continuity of the evaluation work. Introduce a data evaluation mechanism to collect and analyze

data at all stages of the recruitment process to explore potential benefits and provide strong support for the formulation of recruitment strategies. Open up communication channels, maintain close communication with hiring departments, candidates and recruitment teams, collect feedback from all parties, and optimize the recruitment work in a timely manner.

6. Conclusion

Talent is the core driving force of enterprise development, in the competitive market environment, the competition between enterprises is essentially a competition for talent. Personnel recruitment as an important way for enterprises to obtain talent, is crucial to the development of enterprises. This study takes M Ltd. as the object and analyzes in depth the problems in its personnel recruitment process, including low recruitment completion rate, single selection method, imperfect process and lack of effective evaluation, etc., and analyzes the reasons from the recruitment channels, traditional concepts, the pressure of the company's development and professional talents, etc . A series of targeted countermeasures are proposed for these problems, such as choosing suitable recruitment channels according to job characteristics, expanding recruitment methods, improving

recruitment processes and building a scientific recruitment effectiveness evaluation system. Through the implementation of these countermeasures, it is expected to improve the recruitment efficiency and quality of M Co., Ltd. to provide strong talent support for the development of the company, and also to provide reference for other small and medium-sized enterprises to solve the recruitment problem.

References

[1] Gao Pengli. Analysis and Countermeasures of Human Resource Management Dilemma in Start-up Enterprises[J]. Commercial Observation,2023,9(06):73-76.

[2] Ma Liheng.Optimization Research on Employee Recruitment Program of J Company[D]. Hebei University of Geology,2024.

[3] Wang Ruhong. Analysis of the current situation of human resources recruitment and countermeasures in labor-intensive enterprises[J]. Heilongjiang Human Resources and Social Security,2022(13):66-68.

[4] Yin Le. Research on the application of big data in enterprise human resources recruitment management--Taking JJ company as an example [J]. China Management Informatization, 2022 (1):12-18.