

# Research on Problems and Countermeasures in LT Company Recruitment Management\*

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**Abstract**—Building a recruitment management model for the company is important for the sustainable development of the entire enterprise. Taking LT Company as an example, this paper uses literature method and interview method to conduct research, and finds that LT Company has unreasonable recruitment plan, low employee position matching, and high employee mobility after recruitment. Develop a model-based recruitment management improvement strategy by building a sales force competency model. Finally, in response to the above problems, it is proposed to develop a reasonable recruitment plan, strengthen the management system of recruiters, formulate detailed and reasonable job descriptions, achieve matching of personnel and posts, improve recruitment information, and formulate scientific interview methods.

**Keywords**—competency model; recruitment management; management system

## I. INTRODUCTION

Nowadays, employees are an indispensable factor for the growth of all enterprises. Recruitment as the first step to attract talents helps to improve the recruitment management system, improve recruitment efficiency, save recruitment costs and promote rapid growth of enterprises.

Zheng Beijia (2014) takes a college teacher recruitment selection as an example, systematically studies the recruitment system, and builds a set of college teacher recruitment selection system suitable for the university; Liang Taoshui (2015) electric supervision enterprise as an example Using the competency model, a systematic analysis of the optimization of the recruitment process of the enterprise, so as to select and select the truly suitable talents to be enriched in the enterprise, Fan Xiao and Gu Jiajia (2016) reviewed the domestic and international competency research. It further explored its application in talent recruitment, performance appraisal and vocational training. Through the above scholars' research on recruitment management, it can be seen that there is still a shortage of enterprise recruitment management work, so recruitment management has always been one of the key issues in academic research. Scholars have discussed the recruitment

management work from different angles, which effectively promoted the smooth development of the entire recruitment work.

Based on the previous research results, this paper analyzes the recruitment management system and other basic conditions of LT Company, and studies the capabilities of LT companies in the recruitment process, and draws the posts suitable for all levels of the company. Competency elements and improve the recruitment management process.

## II. ANALYSIS OF THE STATUS QUO OF LT COMPANY RECRUITMENT WORK

### A. Recruitment Agency Setup

The recruitment of LT is mainly carried out by the Business Recruitment Department. As the newly established department of the company, the main function of the company is to clarify the position, number of people, requirements, post recruitment information, screen resumes, communicate job seekers to interview, and conduct a round of interviews. Communicate with superior leaders, handle entry and exit procedures, etc., to ensure the company's human resources development needs. The structure of the company's business recruitment department is shown in "Fig. 1" below:

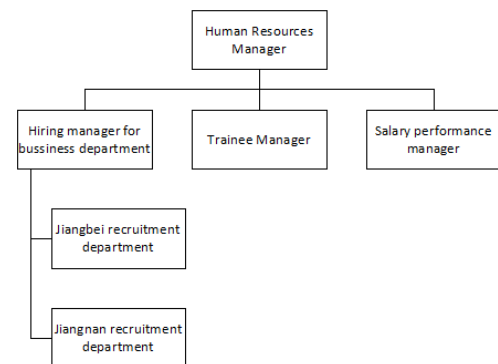


Fig. 1. Organizational chart of human resources department.

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### *B. Employee Recruitment Channels*

LT's recruitment channels are divided into internal recruitment and external recruitment. External recruitment is the main recruitment method of LT. LT's external recruitment channels include online recruitment, campus recruitment, talent market, and advertising media promotion. The company has set up a business recruitment department, and the recruitment is constantly increasing, providing strong support for the sales department.

Internal recruitment is an auxiliary method for company recruitment. The human resources department publishes job demand information within the company. Employees can register for a position according to their own needs. In addition, the company encourages internal employees to recommend excellent talents. Eligible talents can pass the fast track. Directly reach the two sides. Internal competition employs a three-to-one ratio principle to ensure fairness and justice. At present, the company's internal recruitment is in an auxiliary position and has not been carried out frequently.

### *C. Employee Recruitment Process*

In order to ensure the smooth development of the company's business, LT has developed a recruitment process to ensure the company's growth and development. LT's recruitment process is basically in accordance with the "determined needs - drafting plans - release recruitment information - screening resumes - assessment - determine the hires - hire". These links are carried out.

## III. THE PROBLEMS AND REASONS IN THE COMPANY'S RECRUITMENT WORK

LT has been in existence for 22 years, but there are still some problems in the implementation of the recruitment work, which leads to the company's recruitment work is not smooth, affecting the company's recruitment effect, which is not conducive to the company's development. The following is a detailed analysis of the problems and causes in the recruitment management process of LT.

### *A. Problems in Recruitment Work*

1) *The recruitment plan is unreasonable:* After field investigations and interviews, the heads of various departments found that LT's annual recruitment plan and short-term recruitment plan are unreasonable. Because the recruitment plan requires departments to submit employee recruitment requirements to the human resources department according to their own needs, Since the individual responsible persons did not have a clear prediction of the talent demand, they did not accurately reflect the situation according to the actual situation of the department, which led to the irrationality of the recruitment plan, resulting in the inability to optimize the allocation of human resources.

2) *Recruitment goals are not clear:* In recent years, LT Company has had problems of arbitrarily changing in the recruitment process. The main performance is that the

requirements of the superior leaders are constantly changing. There are no fixed conditions, which leads to unclear goals. Secondly, the subjective will of recruiters in the recruitment process whether to recruit the job seeker is likely to cause a certain amount of brain drain and matching of people and posts.

3) *Staff position matching is not high:* Through the investigation, it is found that each department basically has such troubles. The technical department has higher requirements for the technical level of employees, but some employees' technology does not meet the requirements of the company. The sales department has more serious problems and has professional sales knowledge. There are fewer employees, and the gap in employee quality is more obvious, affecting the efficiency of the company and causing waste of manpower and material resources.

4) *The turnover rate of employees after recruitment is high:* In the past five years, LT has a high turnover rate. In 5 years, LT recruited 5,286 people, and the number of lost employees reached 2,632, accounting for 49.8%. Among them, 1964 people were actively resigned, accounting for 74.6% lost employees, the rest of the staff are dismissed. The high employee turnover rate allows the company to spend a lot of manpower and resources in the recruitment and training part, which is not conducive to the normal operation of the company, especially the loss of key employees will have a greater impact on the company.

### *B. Analysis of the Causes of Recruitment Problems*

1) *The recruitment plan is unscientific:* In the recruitment management process of LT Company, The managers lack relevant knowledge and experience, have a perfunctory attitude towards the work, and do not conduct scientific recruitment analysis and planning, which makes the recruitment plan lack of rationality, wastes the company's resources, and can't provide the greatest help and support for other departments.

2) *The recruitment process is not standardized:* Although LT Company has a complete recruitment process, its recruitment process is not completely suitable for the actual situation of LT Company and the recruitment process is not standardized as the recruitment department is just established and the leader does not have much recruitment experience.

3) *Recruiters lack professionalism:* The recruitment manager of LT Company has five years of sales experience, but the recruitment management experience is relatively lacking. Therefore, unprofessional and subjective decisions are often made in the process of leading subordinates to implement the daily recruitment work, which results in the inability of the recruiter to put his professional knowledge to use, which is not conducive to the recruitment work of the company. At this stage of the company's recruitment officers are mostly just on the job, lack of work experience.

4) *Lack of an effective recruitment evaluation system:* In the recruitment, LT company only consider the number of recruiters, cost, turnover, etc., and not to conduct a comprehensive assessment of the recruitment process, for example, hiring time cost, the differences between the results and the expected, the working efficiency of the new employees, and so on. The company only carries on the simple statistics to them, does not have the careful and comprehensive analysis, lacks the prompt feedback.

**IV. MEASURES TO IMPROVE RECRUITMENT MANAGEMENT**

Aiming at the problems that exist in the recruitment, need to be combined with the actual situation of LT company recruitment management, by collecting relevant data and interview method, using the competency model, it is concluded that LT company competence elements and then to establish a scientific and effective competency model of recruitment management system, to ensure hiring process effectively in practical use. Through investigation and interview, it is concluded that the basic competency factors of the post are communication ability, relevant work experience, executive ability, teamwork ability, self-confidence and anti-pressure ability.

*A. Establishing a Scientific Recruitment Plan*

First, predict exactly what people want. Human resources department should develop a unified standard, so that the person in charge has a system of standards to follow, to ensure accurate number of people required. Secondly, clear the competency of each post and personnel requirements plan. After collecting the data reported by various departments, we should analyze the competency of the employees required for the posts to ensure that the recruited employees could meet the requirements of the positions of the company. Thirdly, clear recruitment budget. In the recruitment budget, we should combine the actual situation of the company, clarify the recruitment needs and recruitment channels, and pay attention to the cost control of recruitment. Finally, determine the recruitment channels. Identify the main types of employees and choose different recruitment channels according to the types.

*B. Constructing a Scientific and Standardized Competency Recruitment Process*

Based on the competency model, LT company's recruitment process was optimized. The recruitment process added competency model to improve the effectiveness of recruitment by examining the competency of candidates. Integrate competency model into written examination and interview to ensure that recruited employees meet job requirements, improve work efficiency and ensure the efficient operation of daily work. Secondly, a round of interview is conducted by the recruitment department, and the qualified person is handed over to the head of the employing office for two rounds of interview. After the employing department confirms the appointment, the resume

and written examination transcript of the applicant are examined and approved by the manager's office. The manager considers the comprehensive quality of the applicant comprehensively and makes a decision. After the manager agrees to sign, he informs the applicant of the admission information and confirms the entry. Time and place, inform the administrative department to prepare employment information. Of course, the written test paper is put forward by the employing department and the human resources department together. It incorporates the qualifications of the candidates required by the competency model to ensure the validity and professionalism of the topic.

*C. Professional Training for Recruiters*

First of all, when new employees are recruited, they will be arranged for collective training, familiarity with corporate culture and workflow, learning the daily work content, training simulation, and using benign competition to improve the professional skills of employees. Experts are invited to hold seminars to enrich theoretical knowledge, and the training department will lead the recruiting staff to practice on the computer and learn interview experience. To improve the professional level of the recruitment team; secondly, to enlarge the scale of the team by enrolling experienced staff, encourage staff to self-study while training, improve their own cultural accomplishment and professional level, and enhance the overall ability level of the team.

*D. Establishing an Evaluation Index System for Recruitment*

The competency index is added to the interview scoring table to help interviewers evaluate job seekers more objectively. The analysis results are shown in "Table I".

TABLE I. SURVEY RESULTS OF LT COMPANY'S BASIC COMPETENCY INDICATORS

Serial number	Number Basic Competence Index	Weight
1	Communication skills	0.15
2	Relevant working experience	0.1
3	Executive ability	0.15
4	Teamwork ability	0.15
5	Organizational coordination capacity	0.1
6	Self confidence	0.1
7	Conscientiousness	0.1
8	Compressive capacity	0.15

At present, the communication ability, related work experience, execution ability, team cooperation ability, organization and coordination ability, self-confidence, responsibility and stress tolerance are taken as the basic competency indexes, and the basic competency model of LT Company is constructed according to the corresponding weight.

*E. Building a Rating Table for Competency Levels*

Each competency index is divided according to  $1 \leq 5$  grades, which are good, general, poor, five grades, good for 5 points, difference for 1 point, and so on. (See "Table II")

**TABLE II. EVALUATION FORM OF COMPETENCY LEVEL**

	<b>Great</b>	<b>Good</b>	<b>Normal</b>	<b>Worse</b>	<b>Poor</b>
Communication skills (15%)					
Related work experience (10%)					
executive capacity (15%)					
Teamwork ability (15%)					
Organizational coordination capacity (10%)					
Self-confidence (10%)					
conscientiousness (10%)					
stress tolerance (15%)					

According to the above table, the job seeker was scored, great = 5 points, good = 4 points, normal = 3 points, worse = 2 points, poor = 1 points in accordance with the criteria for the characteristics of the job seeker, great = 5 points, good = 4 points, normal = 3 points, worse = 2 points, poor = 1 points. Then the weight of each item is multiplied by the score, and the final score is converted into percentage system, 85 points and above are excellent, 60 points and above are passing, and below 60 points are failing. Finally, write down the interview results and comments and submit them to the superior for review to determine whether the candidate has a second interview.

By establishing competency model, recruiters can rate job candidates strictly according to competency elements, evaluate each candidate impartially and objectively, and use competency model to understand the personal characteristics of job candidates in an all-round way through reasonable interview questions, so that recruitment can be carried out more quickly and effectively.

## V. CONCLUSION

Taking LT Company as an example, this paper studies the recruitment management of its employees by using the competency model, and analyzes the specific problems existing in the process of recruitment management. In the process of research, under the guidance of relevant theories, this paper introduces the present situation of employee recruitment in LT Company, and analyzes the existing problems and causes. In view of the existing problems, the competency model is used to construct and optimize the staff recruitment management system.

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