

Research on Evaluation Method of Recruitment Channel Effectiveness

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ABSTRACT

The popularity of social software on the Internet makes recruitment channels more and more abundant. The research on the effectiveness of recruitment and the effectiveness of recruitment channels in existing literature originated earlier, and there are many theoretical researches. However, due to the strong timeliness of recruitment channels, it is necessary to further study the effectiveness of different recruitment channels. According to the research conclusions of scholars and referring to the actual recruitment work of various companies, this paper summarizes the influencing factors model of recruitment effectiveness and the evaluation model of recruitment channel effectiveness including recruitment cost, recruitment time, recruitment quality and recruitment results. Finally, according to the theory of value engineering, this paper puts forward a measurement formula for the effectiveness of recruitment channels. This can help enterprises to choose suitable recruitment channels.

Keywords: *Recruitment channels, evaluation model, value creation*

1. INTRODUCTION

1.1. Background

As the foundation of human resource management, recruitment is related to the vital interests of recruiters and candidates. We should pay attention to the effectiveness of recruitment from all angles. In the research field of recruitment, there are three important directions, namely, Recruitment Behaviours, Recruitment Channels and Realistic Job Preview. For many years, because the recruitment behaviours and realistic job preview are closely related to specific personnel or positions, and the research results have low referential value, it is more practical to study the recruitment effectiveness of recruitment channels.

With the rapid development of network technology, the network channel composed of 51Job, Zhilian recruitment, enterprise official website, and other websites is gradually favoured by more candidates. According to the survey data of Analysis, taking 2020 as an example, the scale of China's online recruitment market has reached 10.8 billion yuan, of which 51% of the market share ranked first. Analysing the recruitment effectiveness of different channels can effectively help

candidates and recruiters to choose more suitable recruitment channels.

1.2. Progress

1.2.1. Research on the effectiveness of recruitment

1.2.1.1. Influencing factors of recruitment effectiveness

There are many theoretical studies on the definition of recruitment effectiveness at home and abroad, and its origin is earlier. Among them, the most representative ones are the conclusions of American scholars George T. Milkovich and others, who believe that effective recruitment is the process of optimizing recruitment activities by means of organization, coordination and resolution, and the degree of optimization is the effectiveness of recruitment [1]. Edward, a famous economist, defined the recruitment effectiveness as the efficiency of recruiting high-quality and matching job seekers at low cost according to organizational requirements and conditions [2]. Recruitment effectiveness is not an isolated concept in the recruitment stage. It is not only the source of talent development, but also an important link for the sustainable development of

both human resources and employees themselves. Studying the recruitment effectiveness can help enterprises better achieve their strategic goals.

As early as the early 20th century, foreign scholars have studied the influencing factors of recruitment effectiveness, and the research direction mostly focuses on the effect of recruiter's behaviour on recruitment effectiveness. Among them, Rynes, Bretz and Gerhat have conducted interviews with 41 candidates, and the results show that 32 people think that the behaviour of recruiters or other employees of the company they are applying for has a great influence on their choices [3]. Breugh thinks that although recruiters have a great influence on recruitment results, there are subjective judgments of candidates, and different candidates have different information and trust in recruiters [4]. Liu Huizhen sorted out and refined eight factors that affect the effectiveness of recruitment: personnel factors, evaluation techniques, recruitment strategies, recruitment preparation, organizational characteristics, evaluation criteria, enterprise development and employment attitude, and five factors that affect the effectiveness of recruitment: salary and welfare, corporate image, job division, professional qualities of recruiters and personal moral qualities of candidates [5].

1.2.1.2. Evaluation index of recruitment effectiveness

The research on the evaluation index of recruitment effectiveness can be traced back to the General Electric Company in 1950s, which established the employee relationship index and the actual performance index of human resources respectively according to a large number of human resources system data, and used this to measure the benefits of the organization's human resources management. At present, the most widely used evaluation dimension comes from Mikovich's conclusion. Barber and Roehling summed up his thought. Mikovich divided the evaluation of recruitment effectiveness into four dimensions, namely, recruitment results, recruitment costs, quality of new employees and recruitment channels and methods [6]. Robert and John extended the evaluation index of recruitment effectiveness to six dimensions, including recruitment cost, recruitment time,

recruitment quantity and quality, recruitment satisfaction, recruitment evaluation criteria and success base rate [7].

Scholars have analysed and summarized the evaluation indicators of recruitment effectiveness from various angles and aspects, and put forward their own views. However, after reading the literature, it is not difficult to find that there is no unified conclusion on the evaluation criteria of recruitment effectiveness because of the different research objects, among which the four-dimensional theory summarized by Mikovich is still the most widely used and most recognized.

1.2.2. Research on the effectiveness of recruitment channels

1.2.2.1. Recruitment channel

Liu Jing combed the concept of recruitment channels [8]. He believed that recruitment channels were the bridge between recruitment subject and recruitment object, in which the recruitment subject was the recruiter, the recruitment object was the candidate, and the recruitment channels were generated by the behaviour of the recruiter. At the same time, the recruitment channels were also the way for the recruiter to obtain recruitment information, and the intermediary between the two sides.

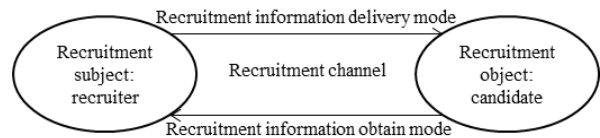


Figure 1 Recruitment subject, recruitment object and recruitment channel diagram

The recruitment channel has developed to a relatively perfect level today, such as online recruitment, employee recommendation, internal recruitment and on-site job fair. With the continuous development of online recruitment, different recruitment websites can subdivide online recruitment channels according to different user positioning and operation modes. The advantages and disadvantages of some recruitment channels are shown in Table 1.

Table 1. The advantages and disadvantages of some recruitment channels

Recruitment Channel	Advantage	Disadvantage
On-site recruiting	High efficiency and strong pertinence.	High cost and troublesome screening.
Network recruitment	Fast information update, fast promotion and wide audience.	Screening resumes is troublesome and costly.
Campus recruitment	Conducive to the promotion of corporate image, targeted.	Small audience and many competitors
Internal recruitment	Have incentive effect and low cost.	May affect employee relations.
Recommend headhunters	High efficiency and strong pertinence.	Generally, it is only used for high-level recruitment, which costs a lot.

Employee recommendation	Strong reliability, low cost and high quality.	There may be nepotism.
Traditional advertising	Low cost and wide audience	Poor timeliness and gradual decline.

1.2.2.2. The influencing factors and evaluation indexes of recruitment channel effectiveness

There are many researches on the influence of recruitment channels on recruitment effectiveness, and many scholars have analysed the influencing factors from different angles such as candidates and recruiters. Galanaki once pointed out that recruitment results are mainly influenced by recruitment channels. By examining the whole recruitment process, studying the application of recruitment channels and exploring the effectiveness of recruitment channels, recruitment costs can be significantly reduced and recruitment efficiency can be improved [9]. Huselid's research shows that if recruiters choose the right recruitment method, their competitiveness will be significantly improved, and recruitment channels have a great influence on recruitment effectiveness [10].

In the early days, scholars often studied the effectiveness of recruitment channels by studying the working years of candidates. Gannon draws the conclusion that employee recommendation is the most effective recruitment channel by comparing employee turnover rate [11]. Moser believes that the effectiveness of recruitment channels can be evaluated by the short-term and long-term performance of employees, such as recent employee job satisfaction, long-term employee turnover rate and working years [12]. Zhang Yi draws the following conclusions based on the data of SG Company's recruitment channel cost and turnover rate of new employees during the probation period in two financial years: the recruitment effectiveness of employee recommendation is better when the company is stable and the staffing increase is small; Different online recruitment channels have different recruitment effectiveness according to the number and frequency of users' visits [13].

1.3. Problems and Objectives

Looking at the related research fields at home and abroad, it is not difficult to find that scholars have made some achievements in the research of recruitment effectiveness, but there are still some problems and shortcomings. First of all, the previous studies are mostly concept theoretical studies, and there is no specific method to measure the effectiveness of recruitment channels. Secondly, scholars at home and abroad have not completely agreed on the accurate concept and definition of recruitment effectiveness, and the evaluation system needs to be improved. Finally, due to the strong heterogeneity and timeliness of recruitment

according to social environment, scientific and technological level, industry scale, enterprise

situation and other factors, both recruiters and candidates have made great changes in their selection of recruitment channels, so it is necessary to keep pace with the times and verify the existing conclusions.

We want to refine and summarize the influencing factors and evaluation indicators of the effectiveness of recruitment and recruitment channels, and establish a model that can calculate the effectiveness of recruitment channels to provide a basis for recruiters to choose recruitment channels.

2. MATERIALS AND METHODS

The main research methods used in this paper are literature survey and comparative research. First of all, after reading a lot of literature, the research results of scholars in the fields of recruitment effectiveness, recruitment channel effectiveness and recruitment effectiveness evaluation indicators are summarized. Then, interviews were conducted with recruiters of some companies, which mainly included the recruitment process, recruitment methods and recruitment performance indicators of their companies. By comparing the interview records of different companies and combining the results of literature investigation, the influencing factors and evaluation indexes of recruitment effectiveness and recruitment channel effectiveness are refined. Finally, combined with relevant theoretical knowledge, a measurement model of recruitment channel effectiveness is proposed.

3. RESULTS AND DISCUSSION

3.1. Establish a research model of recruitment channel effectiveness

According to the research results of scholars, this paper holds that the factors that affect the effectiveness of recruitment mainly include external factors such as economic environment, industry category, corporate image, recruitment channels and internal factors such as personnel factors, evaluation technology, job division, salary and welfare, as shown in Figure 2.

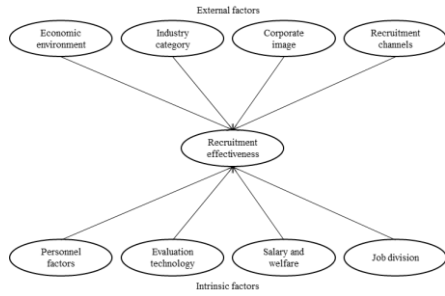


Figure 2 Factors influencing the effectiveness of recruitment

We can evaluate the recruitment effectiveness through five dimensions: recruitment costs, recruitment results, recruitment time, recruitment channels and recruitment quality, and then analyse the recruitment effectiveness of different recruitment channels according to the research. The actual situation of the applicant, such as gender, age, region, working years, and education level, may also affect the recruitment results. Therefore, the research model of this paper is proposed as shown in Figure 3.

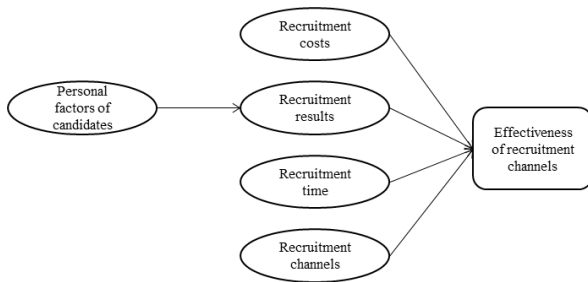


Figure 3 Research model for recruitment channel effectiveness

3.2. Determine the model index

In this paper, recruitment cost, recruitment results, recruitment quality and recruitment time are used as indicators to evaluate the effectiveness of recruitment channels. According to the research results of literature review, these four indicators can be refined as shown in Table 2.

Table 2. Evaluation of the effectiveness of recruitment channels

Index Category	Specific Index Per year
Recruitment cost <i>C</i>	Per capita recruitment channel cost C_1 = Recruitment channel usage fee ÷ Employed persons
	Per capita recruitment cost C_2 = Salary of recruiters ÷ Employed persons
	Recruitment completion rate R_1 = Employed persons

Recruitment result <i>R</i>	÷ Planned employed persons × 100%
	Recruitment offer rate R_2 = Offered persons ÷ Applicants × 100%
	Recruitment interview rate R_3 = Interview candidates ÷ Applicants × 100%
	Annual recruitment screening rate R_4 = Screened candidates ÷ Applicants × 100%
Recruitment time <i>T</i>	Recruitment completion speed T_1 = Actual recruitment time (Day) ÷ Planned recruitment time (Day) × 100%
Recruitment quality <i>Q</i>	Probation pass rate Q_1 = 1 - Number of people eliminated during probation period ÷ Number of employed persons × 100%

3.3. Establish the formula for measuring the effectiveness of recruitment channels

As a management technology and a management idea, value engineering strives to achieve the necessary functions required by operations or products at the lowest cost, involving three basic elements of value, function and cost, and has achieved remarkable results in the management activities and production activities of some enterprises.

The so-called value engineering of human resources refers to applying the principle of value engineering to the management of human resources. By analyzing the functions of human resources, we strive to reduce costs and improve functions, and finally realize the value of human resources. If human resources are regarded as a product, then the function of human resources is the utility provided for enterprises, and the measure of this is performance appraisal. The cost refers to all the expenses paid by human resources from the beginning of entering the enterprise to the end of leaving the enterprise. Value engineering is the comparison of function and cost to determine whether the investment in human resources should be. Yang Yan discussed the application of value engineering in human resource management and got the formula of human resource value engineering [14]:

$$\text{Human resources value} = \frac{\text{Human resources function}}{\text{Human resources cost}} \tag{1}$$

According to the formula of human resource value engineering, we deduce the formula of recruitment channel value engineering:

$$\text{Recruitment channel value} = \frac{\text{Recruitment channel function}}{\text{Recruitment channel cost}} \tag{2}$$

The effectiveness of recruitment channels can be regarded as the value of recruitment channels. The function of recruitment channels is to complete the recruitment work, and recruitment results, recruitment quality and recruitment time are the necessary factors to achieve recruitment. The cost of recruitment channels includes two parts: channel use cost and recruiter cost. Therefore, the measurement formula of recruitment channel effectiveness is as follows:

$$V = \frac{\frac{R \times Q}{T}}{C} = \frac{(R_1 + R_2 + R_3 + R_4) \times Q_1}{T_1} \frac{1}{(C_1 + C_2)} \quad (3)$$

In the recruitment process, the actual importance of each link is different. So, adjust the weight of R1, R2, R3, R4 to make the formula more in line with the actual situation, so:

$$R = R_1 + R_2 + 0.3 \times R_3 + 0.1 \times R_4 \quad (4)$$

Therefore, it can be concluded that the measurement formula of the effectiveness of recruitment channels in this paper is:

$$V = \frac{\frac{R \times Q}{T}}{C} = \frac{(R_1 + R_2 + 0.3 \times R_3 + 0.1 \times R_4) \times Q_1}{T_1} \frac{1}{(C_1 + C_2)} \quad (5)$$

4. CONCLUSIONS

This paper reviews the definitions, influencing factors and evaluation index system of recruitment effectiveness and recruitment channel effectiveness by domestic and foreign scholars, and puts forward the influencing factors model and the research model of recruitment channel effectiveness according to the literature review results, and further refines the model indicators. Then, according to the application of value engineering theory in human resource management, this paper deduces the value engineering formula of recruitment channels according to the value engineering formula of human resources, and obtains the measurement formula of the effectiveness of recruitment channels. According to this measurement formula, combined with the recruitment data, the effectiveness of each recruitment channel can be preliminarily obtained, which provides help for enterprises to choose recruitment channels.

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