

Research on Evaluation Index System of Enterprise Selection and Appointment of Talents

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Abstract—According to the subjective problems existing in enterprise selection and appointment of talents, from five dimensions such as talents pool, talents selection, talents cultivation, talents incentive and talents stability, the evaluation index system of enterprise selection and appointment of talents was constructed, which consisted of the growth ratio of candidates, three kinds of career planning, the ratio of mentoring apprentice, the ratio of training, and the growth ratio of innovation achievement of science and technology et al. Furthermore, 17 secondary indexes were identified and weighted. This research could be helpful for enterprises to do self-reflection of their personnel management, and help enterprises discover and resolve the key problems existing in the work of talents to make their selection and appointment of talents more fair and equitable.

Keywords—Talents, Selection and appointment, Evaluation index system.

I. INTRODUCTION

At present, there's little research about the evaluation index system of enterprises selection and appointment of talents. The references for similar research mainly concentrated in evaluation of the effect of talents policy implementation, the implementation of the human resources strategy and evaluation of effect of talents management. Zhao Shuming et al. (2012) pointed that there are problems about training, motivation and so on in management environment of innovative core scientific and technical talents [1]. Sun Rui (2014) believed that effect of overall strategy implementation evaluation, effect of talents team construction evaluation and effect of personnel policies evaluation should be focused when we evaluate the effect of talents strategy planning and implementing [2]. Luo Gongli et al. (2013) claimed that based on the perspective of knowledge management, the talents management of innovative enterprises should be carried out from five aspects of the talents selection, training and development, performance appraisal, salary design and enterprise culture [3]. Hu Wei, Liu Songbo (2014) divided the research of the management system of science and technology talents by domestic scholars into five aspects of the flow of talents, evaluation, incentives, training and development, career planning [4]. Yang Heqin et al. (2013) set up the evaluation system of implement effect of overseas talents introduction policy from three dimensions of the talents introduction,

policy input and output [5].

The talents strategy and enterprise selection and appointment of talents have a close connection. Therefore, the evaluation index system of enterprise selection and appointment of talents is designed from five dimensions such as talents pool, talents selection, talents cultivation, and talents incentive and talents stability. This evaluation index system can help enterprises implement the selection and appointment of talents more effectively.

II. RESEARCH METHODS

1374 questionnaires were distributed to measure enterprise selection and appointment of talents. 1297 of which were retrieved, presenting the recovery rate of 94.4%.

The existing evaluation system of selection and appointment of talents from literature review could be seen as the important bases that provided reference for the selection and appointment of indexes. And the Delphi method and AHP were used to get the weight of each index.

III. INDEX DESIGN

A. Talents Pool

Talents pool is the foundation of enterprise selection and appointment of talents. Whether it is perfect or not can be tested by the process of talents selection, talents promotion and talents development in consideration of the mobility of human resources, adequate storing candidates is needed to ensure the enterprise development. However, the high cost of external talents forces enterprises to cultivate talents from internal enterprises. The growth ratio of candidates, three kinds of career planning, and the ratio of mentoring apprentice are used to measure talents pool.

B. Talents Selection

Qu Cong et al. (2012) believed that the purpose of selecting talents for enterprises is the realization of "talents-position matching", namely putting the talents in the right position [6]. Given the relationship between talents and enterprise is not limited to position only, this paper revises the purpose of selection talents to matching degree of talents introduction. Zhan Shaoguo et al. (2014) pointed that talents selection based on competency model can help enterprises choose people who can complete the mission perfectly [7]. Therefore, the hit ratio of talents selection, post competency of technical talents and matching degree of

talents introduction are used to measure talents selection.

C. Talents Cultivation

Talents cultivation is an important part of enterprise personnel management. It is reflected in the quantity and quality of talents training. Sun Rui (2014) believed that soft data analysis should be added to assess the strategy of reinvigorating China through human resource, such as talents satisfaction survey [2]. Therefore, the satisfaction of annual training, the ratio of training, the ratio of new project training, the ratio of pre-post training and the participation ratio of in-service training are used to measure talents cultivation.

D. Talents Incentive

Talents incentive is the essential factor of talents development. The purpose of using a variety of ways is to stimulate the motivation of the talents and ensure talents achieves intended targets. Huang Aihua et al. (2012) believed that salaries is always the first element of the motivation [8]. This paper argued that encourage innovation is an important approach to encourage talents. An important manifestation of the ability of science and technology

innovation is the ability of transformation into results, which is measured by the growth ratio of scientific and technological achievements. Moreover, the subjective feelings of talents should be considered when we measure the effect of enterprise personnel incentives. Therefore, the growth ratio of position salary, talents satisfaction, and the growth ratio of innovation achievement of science and technology are used to measure talents incentive.

E. Talents Stability

Talents stability is part of talents development output, which mainly refers to the talents worked in their enterprise for a long time. Core talents play a leading role in enterprises development, but the role of the general staff should also be valued. Therefore, the ratio of core talents retention, the growth ratio of potential talents and the ratio of new employee turnover are used to measure talents stability.

Based on the above analysis, the evaluation index system of enterprise selection and appointment of talents in this paper is shown in table1 and table2.

TABLE I. EVALUATION INDEX SYSTEM OF ENTERPRISE SELECTION AND APPOINTMENT OF TALENTS

| Index system | First-grade index | Secondary index |
|--|---------------------------|--|
| A Evaluation index system of enterprise selection and appointment of talents | B1 Talents pool | C11 The growth ratio of candidates |
| | | C12 Three kinds of career planning |
| | | C13 The ratio of mentoring apprentice |
| | B2 Talents selection | C21 The hit ratio of talents selection |
| | | C22 Post competency of technical talents |
| | | C23 Matching degree of talents introduction |
| | B3 Talents cultivation | C31 The satisfaction of annual training |
| | | C32 The ratio of training |
| | | C33 The ratio of new project training |
| | | C34 The ratio of pre-post training |
| | | C35 The participation ratio of in-service training |
| | B4 Talents incentive | C41 The growth ratio of position salary |
| | | C42 Talents satisfaction |
| | | C43 The growth ratio of innovation achievement of science and technology |
| | B5 Talents stability | C51 The ratio of core talents retention |
| | | C52 The growth ratio of potential talents |
| | | C53 The ratio of new employee turnover |

TABLE II. EXPLANATION OF THE SECONDARY INDEX

| Secondary index | Index interpretation |
|-----------------|---|
| C11 | (The total number of talents at the end of this year – The total number of talents at the beginning of this year) / the total number of talents at the beginning of this year |
| C12 | Establish career planning for talents introduction, promotion and development |
| C13 | The number of apprentice follow technical talents or skilled talents / the total number of technical talents or skilled talents at same level |
| C21 | The number of annual talents selection from talents pool / the total number of annual talents selection |
| C22 | The total number of technical talents and skilled talents who through annual the examination / the total number of technical talents and skilled talents |
| C23 | The degree of subjective satisfaction of the enterprise's employing departments for the introduction of mature talents, college students and high level talents |
| C31 | The mean satisfaction of annual training personnel projects |
| C32 | The number of talents about training projects completed throughout the year / the total number of the company annual training |
| C33 | The annual total number of staff participates in company's new projects training / The annual total number of staff participates in company's new projects |
| C34 | The number of employees to participate in annual pre-job training / the total number of talents were selected in this year |
| C35 | In-service training is carried out. Work attachment is provided for every in-service staff positively and they can complete the task successfully |
| C41 | (The company's average talents salary in this year – the company's average talents salary in last year) / the company's average talents salary in last year |
| C42 | The survey of talents annual satisfaction |
| C43 | The number of achievement of innovation of science and technology in this year (including technology research, patents and inventions, technical know-how, the company level and higher level winning projects) – the number of scientific and technological innovation achievements in last year |
| C51 | There is no staff turnover and the total number of core talents did not decrease |
| C52 | (The total number of potential talents at the end of this year– the total number of potential talents at the beginning of this year) / the total number of potential talents at the beginning of this year |
| C53 | The total number of new talents turnover in this year/ the total number of talents were selected in this year |

IV. DETERMINE THE INDEX WEIGHT

The judgment matrix was established by comparing the importance between each element and the upper layer elements .It is determined by 1-9 scale method. Detailed

index weight is shown in table 3, and in this research, the CR of each index is less than 0.1 and consistency check is passed.

TABLE III. . FINAL WEIGHT OF INDEX

| First-grade index | Weight | Secondary index | Weight | Combination weighting |
|-------------------|--------|-----------------|--------|-----------------------|
| B1 | 0.2018 | C11 | 0.3275 | 0.0661 |
| | | C12 | 0.2599 | 0.0525 |
| | | C13 | 0.4126 | 0.0833 |
| B2 | 0.2456 | C21 | 0.5954 | 0.1462 |
| | | C22 | 0.2764 | 0.0679 |
| | | C23 | 0.1283 | 0.0315 |
| B3 | 0.2568 | C31 | 0.3149 | 0.0809 |
| | | C32 | 0.1767 | 0.0454 |
| | | C33 | 0.1668 | 0.0428 |
| | | C34 | 0.1339 | 0.0344 |
| | | C35 | 0.2078 | 0.0533 |
| B4 | 0.2138 | C41 | 0.1220 | 0.0261 |
| | | C42 | 0.3196 | 0.0683 |
| | | C43 | 0.5584 | 0.1194 |
| B5 | 0.0821 | C51 | 0.1634 | 0.0134 |
| | | C52 | 0.2970 | 0.0244 |
| | | C53 | 0.5396 | 0.0443 |

V. USE OF RESULTS

According to the research model and the weight of evaluation standard, the effect of Bao Steel's selection and appointment of talents is assessed to test practical application of evaluation index system of enterprise selection and appointment of talents by ten professors and experts as an assessment team. In this research we find that Bao Steel's selection and appointment of talents is above average, and the selection and appointment of talents still has large promotion space. Therefore, Bao Steel should pay more attention to those problematic indexes, play an active role in evaluation indicators and realize a good level of talents management. Finally, its level of selection and appointment of talents will be promoted.

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

The practice has proved that the evaluation index system of enterprise selection and appointment of talents can help enterprises achieve their objectives of talents development. For one thing, it can urge enterprises to obey the law of talents from low level to high level, and implement targeted and differentiated management for talents in different growth stage. For another, it can help enterprises identify and solve the problems in the enterprise talents work by pushing enterprises to examine the validity of its raises of the talents.

B. Recommendations

The qualitative and quantitative methods are combined

to evaluate enterprise selection and appointment of talents. This study found that the previous research about selection and appointment of talents is mainly based on qualitative method and leads to lack of fairness of the process of enterprise selection and appointment of talents. Therefore, enterprises should pay attention to quantitative indexes such as the growth ratio of candidates, the ratio of mentoring apprentice, the hit ratio of talents selection, the ratio of training and the ratio of pre-post training when they evaluate the effect of selection and appointment of talents. At the same time, qualitative index such as talents satisfaction should be valued. And enterprise personnel management and subjective feelings of talents should be combined to enhance the maneuverability of the enterprise selection and appointment of talents.

A variety of ways are used to select talents and improve the efficiency of enterprise selection and employment of talents. The research demonstrated that enterprises tended to focus on the core talents, but ignored the role of the general staff. Therefore, enterprises not only need to strengthen the selection of core talents, but also should pay attention to the selection of technical personnel and new employees and potential talents in their future practice. On the basis of identifying the growth law of various talents, enterprises should emphasize on the construction on the development pattern for various talents with their own characteristics, and strengthen support and convergence of talents development pattern and training.

The relationship between enterprises and talents should be strengthened to promote enterprise development. On the one hand, enterprises should encourage talents to devote to

their selection and appointment of talents through the material and spiritual incentives for various talents. On the other hand, the relationship between employee growth planning and enterprise strategic planning should be strengthened to closely connect the personal development of employees and the interests of the enterprise, to fully mobilize the enthusiasm of the staff.

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