

An Empirical Study of Human Resources Manager's Job Responsibilities Based on the Advertisement of the Recruitment Website

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Abstract

Based on the statistical analysis of advertisement on the recruitment website and reference to other documents, we conducted an empirical research on the Internet industry in Jiangsu Province and worked Responsibilities of qualified human resources manager. The study found that human resources manager's job responsibilities in different nature and different size enterprises had great difference, respectively. Based on the research results, this paper presents training qualified enterprise human resources manager several countermeasures, namely clear direction of development, good career development planning; emphasizes on personal self-cultivation to improve the professional skills and their competitiveness through targeted training.

Keywords:*HR manager; responsibilities; recruitment website; advertisement; statistical analysis*

1 Introduction

Today enterprises gradually realize that successful human resource management is one of the core competitiveness of enterprises. Human resources management became the focus of management, and strategic human resource management, competent model has almost become the main topic of the academic institution and Management Forum¹. Enterprise managers introduce and learn a lot of advanced human resource management ideas, and in practice to be used, but it is found that the implementation of the process looks very imposing, in fact, poor results². The main reason is that the theory system suited to the characteristics of Chinese enterprise culture and the actual situation has not been formed. Due to the different market competition environment and enterprise development model³, many advanced management theories in Europe are not applicable to the unique problems and phenomena in the development of Chinese enterprises⁴.

From the practical significance, through to the enterprise devoted to related sites on the human resources manager recruitment advertising research, it not only can directly understand the job responsibilities demands of enterprise to the human resources manager, but also find problems existing in the cultivation of human resources managers. Theoretically speaking, this paper can enrich and apply the theory of job responsibility in our country⁵.

2 Research design

2.1 Research hypothesis

Through the summary of the research achievements of Chinese and foreign scholars, we put forward the following hypotheses:

Hypothesis1: According to the position of the human resource managers, the enterprise should be based on the principles of person post matching; Hypothesis2: There are significant differences in the performance of human resource management professionals and nonprofessionals; Hypothesis3: Human resource managers in different enterprises have different job responsibilities; Hypothesis4: Enterprise human resource managers and other managers have different job responsibilities.

2.2 Research methods and data collection

This paper mainly adopted the empirical analysis method, through the reasonable in-depth analysis of the human resources manager recruitment advertisements on the ZHILIAN recruitment website. The sample collection object was the human resource manager recruitment advertisements on the ZHILIAN recruitment website. A total of 120 samples were investigated within enterprise recruitment advertisements in August --2016 May 2016. The recruitment business is located in Jiangsu Province. In the description of the post duty, sometimes we merged similar words, for example, the "familiar with office software" and "basic word processing ability" summed up as "familiar with the general work skills, Sometime we had to separate a description, such as dividing "communication and coordination ability" into "communication " and "coordination ability".

3 Data analysis and comparative study

3.1 Descriptive analysis

In this study, according to the size division criteria released in the ZHILIAN recruitment website, we divided the sample companies into four scales: micro enterprises (0~99), small business (100~499), medium-sized enterprises (500~999) and large enterprises (1000~9999). Sample enterprises were classified as wholly foreign owned enterprises, private enterprises, joint-stock enterprises, and joint ventures. In the 120 sample companies, there are 16 foreign owned enterprises, 20 joint-stock companies, 68 private enterprises, and 16 joint ventures.

3.2 A comparative study on job responsibilities of human resource managers

In this study, the human resource manager's post responsibility system was divided into the following several points: the comprehensive management of the department; administration of the company; company performance; employee relationship management; compensation management; company human resource planning and system formulation; the recruitment and selection of the employees of the company; company employee training and development; company culture construction; corporate communications and public relations; participation in the formulation of corporate strategy and other matters.

3.2.1 A comparative study based on scale

From the “table 1”, responsibilities of human resources manager in the micro enterprise, in addition to the company culture construction and participation in the formulation of corporate strategy (lower than 25%), the requirements of several other positions were very high (training and development is more than 65%, the rest are more than 83%). For small and medium enterprises, the comprehensive management of the department and human resources of six modules management were the most important job responsibilities which were higher than 65%, but company human resource planning and system formulation, corporate communications and public relations, the formulation of corporate strategy were lower than 18%. For the medium-sized enterprise human resource manager, the most essential responsibilities are : training and development, human resources planning, performance evaluation, corporate culture construction and recruitment and selection (more than 83%); the responsibilities weren't necessary for HR managers: administration of the company and public relations (less than 20%). For the large enterprise human resources managers, the most essential responsibilities are: training and development, human resources planning, employee relationship management (more than 71%); the quite important responsibilities are: the comprehensive management of the department, compensation management, performance evaluation and corporate culture construction (more than 46%); the responsibilities weren't necessary for HR managers: administration of the company and public relations (less than 20%).

Through the comparison of human resource manager positions in different scale companies, we found that the smaller the size of the company, the higher the requirements of human resources job responsibilities. This might be due to the lack of staffs in small companies. Because the refinement degree of the human resources management was very low, low level of person-job fit and human resources manager's work were not easy to plate. In addition, we can see that with the expansion of enterprise scale, the establishment of corporate culture is increasingly becoming one of the important responsibilities of human resource managers (gradually rise to 16%, 18%, 58%).

3.2.2 A comparative study based on nature

As can be seen from the “table 2”, the requirements of comprehensive department management for human resource managers in foreign-owned enterprises was significantly lower than other nature of the enterprise, only 43.5%. The requirements of the administrative management of the company in wholly foreign-owned enterprises and joint-stock enterprises were significantly lower than those of other enterprises, only 18.75% and 10%. For the professional work of human resources management about six major modules, all kinds of enterprises have a higher job responsibilities to them, in making a plan for human resources. Private enterprises and joint ventures were significantly higher than the proportion of foreign invested enterprises and joint stock companies. We also found that the human resources managers of foreign owned enterprises have different responsibility requirements,

which the enterprise culture construction occupies a large proportion, reaching 80%. In contrast, the joint-stock enterprises was only 40%, and private enterprises was only 26.5%, and the joint venture was only 56.25%. In participating in the formulation of corporate strategy, public relations, and other responsibilities, four types of enterprises were basically distributed evenly, and the ratio of different nature enterprise to these duties was not very high.

Table 1-HR manager's responsibility requirements percentage in different scale enterprises

	Micro Enterprise	Small Business	Medium-sized Enterprise	Large Enterprise
Comprehensive management of the department	91.67%	85.71%	62.50%	29.81%
Administration of the company	83.33%	32.14%	20.83%	17.86%
Performance management	91.67%	82.14%	75.00%	42.86%
Employee relationship management	91.67%	75.00%	62.50%	71.43%
Compensation management	91.67%	64.29%	58.33%	64.39%
Human resource planning	83.33%	7.14%	83.33%	89.29%
Recruitment management	83.33%	89.29%	83.33%	85.71%
Training management	66.67%	92.86%	87.50%	92.86%
Company culture construction	25%	26.79%	70.83%	50.00%
The formulation of corporate strategy	16.67%	17.86%	58.33%	35.71%
Public relations	83.33%	14.29%	25.00%	3.57%
Other matters	50.00%	21.43%	12.50%	21.43%

In view of this, no matter what the nature of the enterprise is, its human resources manager positions have very high requirements to the six major modules. In the foreign-funded enterprises, human resources manager positions don't have higher requirements to the comprehensive management of department, which may caused by a higher degree of differentiation of functions. In addition, human resources manager positions in foreign enterprises have very high requirements to the ability of company culture construction, which may has a great relationship with the difference between the human resource system of China and the West. We can also see that the attention of foreign - funded enterprises to the enterprise culture was significantly higher than that of the domestic enterprises.

Table 2-HR manager's responsibility requirements percentage in different nature enterprises

	Wholly Foreign Owned Enterprises	Joint-stock Enterprises	Private Enterprises	Joint Venture
Comprehensive management of the department	43.75%	70%	80.9%	75%
Administration of the company	18.75%	10%	35.3%	43.75%
Performance management	81.25%	70%	81%	87.5%
Employee relationship management;	68.75%	65%	75%	81.25%
Compensation management	75%	70%	81%	93.75%
Human resource planning	68.75%	65%	83%	93.75%
Recruitment management	81.25%	85%	86.8%	93.75%
Training management	87.5%	75%	95.6%	87.5%
Company culture construction	81.25%	40%	26.5%	56.25%
The formulation of corporate strategy	37.5%	35%	26.5%	31.25%
Public relations	6.25%	20%	25%	12.5%
Other matters	25%	15%	22%	31.25%

4 Human resources manager training strategy based on research results

4.1 Clear direction of development, good career development planning

Human resources manager job responsibilities in different scale, different nature enterprises were different. In the process of planning the occupation career, managers should clear career in a variety of roles conversion, and improve knowledge and abilities through training and self-learning.

4.2 Pay attention to personal accomplishment, strengthen the study of professional skills

From the fourth part, we can see that no matter how large, what nature of the enterprise, its human resources management positions have certain requirements for professional skills and personal accomplishment. Most of the enterprises should attach great importance to the indicators of personal accomplishment, such as interpersonal skills and teamwork ability.

4.3 Targeted training to improve the competitiveness of individuals

HR professionals should have planned training for different companies to improve competitiveness. Through training, human resource managers can acquire more knowledge to improve the management level. Second, they can participate in a large number of industry conferences to exchange ideas with and learn advanced experience from other human resource managers.

5 Conclusion

We found that the job responsibilities of human resource managers in the Internet industry in Jiangsu province vary with the size and nature of the company.

In different scale enterprises, it was almost no difference in providing advice to senior and public relations as the human resources manager's responsibilities. However, there existed large differences in the responsibilities of six modules of human resources, administrative management of the company, corporate culture construction. We found that the smaller the size of the company, the higher the requirements of human resources job responsibilities. With the expansion of enterprise scale, the establishment of corporate culture is increasingly becoming one of the important responsibilities of human resource managers.

On the basis of this study, we put forward three measures to cultivate qualified enterprise human resources manager.

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