An Empirical Study of Human Resources Manager's Qualifications based on the Advertisement of the Recruitment

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Abstract. This paper is an empirical study on the qualifications of human resource managers (HR managers) based on the summary of a large number of literatures as well as the selection and statistical analysis of the recruitment advertisements of the HR managers' jobs on the recruitment website. We found that there is a big difference on the qualifications of HR manager positions in different organizations which have different size and nature. Finally, we put forward some countermeasures to cultivate qualified HR managers.

1. Introduction

HR manager plays a decisive role in personnel management activities, but, there are few concerns in domestic research on the problems that what kinds of qualifications is needed by HR manager. Therefore, it is of great practical significance to understand the problems existing in the training of HR managers and to propose more efficient training programs and further enrich and apply the theory of qualification in China.

Therefore, the purpose of this study is to explore the qualification requirements on HR manager, and put forward a reasonable training for HR manager.

2. Research Design

2.1 Hypothesis

We put forward the following research hypothesis based on competency theory [1], person-job fit theory [2, 3] and work analysis theory [4, 5].

H1: The establishment of the qualification the HR manager is based on the principle of PJF;

H2: The qualifications requirements for HR manager positions candidates are different in different organizations.

2.2 Research Methods and Data Collection

Data source is 120 Internet industry organizations' recruitment advertisements. The recruitment business is located in Jiangsu Province, the time span is March 2016 to April 2016.The ultimate purpose of data analysis is to identify words that can represent the qualifications of HR managers.

3. Data Analysis and Comparative Study

3.1 Descriptive Analysis

According to the size division criteria released in the *ZHILIAN* recruitment website, we divided the organizations into four scales: micro enterprises, small business, medium-sized enterprises and large enterprises. Sample organizations were classified as wholly foreign owned enterprises, private enterprises, joint-stock enterprises, and joint ventures. The total number of organizations is 120. The distribution in size and nature is shown in Table 1.

Table 1 The distribution in size and nature

Size	Number	Nature	Number
Micro Enterprise	12(10%)	Wholly Foreign Owned Enterprises	16(13.33%)
Small Business	56(46.67%)	Joint-stock Enterprise	20(20%)
Medium-sized Enterprise	24(20%)	Private Enterprises	68(56.67%)
Large Enterprise	28(23.33%)	Joint Venture	16(16.67%)

3.2 A Comparative Study on Qualifications of HR Managers

We divided the qualification system of HR manager into the following points: *management experience, work experience, character, education, foreign language ability, professional knowledge, communication skills, work enthusiasm, team work ,learning ability, cretivity, leadership, general work skills.*

3.2.1 A Comparative Study Based on Scale

The study found that the requirements of management experience in the four different sizes organizations are 33.33%, 29.40%, 31.00% and 71.43%.For work experience , the percentage of organization who require a working experience in HRMS is 100%, but the requirements of tenure are different.For education requirement, on the whole, about 73.33% of the enterprises requires qualifications for the relevant professional undergraduate and above, 26.67% of the enterprises on the HR manager of the minimum requirements for the relevant professional college. Among them, the micro-enterprise undergraduate requirements rate of 33.33%, small business undergraduate requirements rate of 78.57%, medium-sized enterprises undergraduate requirements rate of 67.67%, large enterprises undergraduate requirements rate of 85.71%.In terms of character requirements, micro-enterprises have a higher demand for outgoing personality, accounting for about 75.00%, small businesses have demand for outgoing personality, accounting for about 12.5% of the total, at the same time, all types organizations have no special requirements for introverted personality.For the foreign language (English) level requirements, we can found that large enterprises have the highest level of English requirements, the percent of the requirement for through the CET-6 is 14.28%.

Table 2 HR manager's qualification requirements percentage in different scale organizations

	Micro Enterprise	Small Business	Medium-sized Enterprise	Large Enterprise
Management experience	33.33%	29.40%	31.00%	71.43%
Work experience	100%	100%	100%	100%
Education background				
Bachelor degree and above	33.33%	78.57%	66.67%	85.71%
Specialist qualifications	66.67%	21.43%	33.33%	14.29%
Character				
Outgoing	75.00%	12.50%	0	0
Conservative	0	0	0	0
No request	25.00%	87.50%	100%	100%
Foreign language ability				
CET-4	8.33%	3.57%	4.17%	0
CET-6	0	3.57%	8.33%	14.29%
No request	91.67%	92.86%	87.50%	85.71%
Professional knowledge	100%	100%	100%	100%
Communication skills	>80%	>80%	>80%	>80%
Work enthusiasm	>80%	>80%	>80%	>80%
Team work	<10%	<10%	0	40.00%
Learning ability	<10%	<10%	50.00%	>65%
Creativity	<10%	<10%	24.00%	<10%
Leadership	<10%	<10%	<10%	0
General work skills	>65%	0	<10%	0

All organization in different sizes have requirements on professional knowledge, showing that the professional skills of HR managers is very important. We can see that the four sizes of enterprises also pay attention to the communication skills and work enthusiasm.For micro-enterprises, general work skills is important indicators for the HR manager position qualification. For small enterprises, the HR manager positions qualification indicators such as teamwork ability, learning ability, innovation ability and leadership ability, require less (<10%). For medium-sized enterprises, learning ability (50%) is also important in the human resources manager position qualification index. While the leadership and general work skills requirements are relatively low (<10%).The percentage of companies that require innovation is the highest (24%) in the four size firms. For large enterprises, an important qualification indicators are interpersonal skills (57%). Teamwork capability requirement has the highest percentage in the four types organizations (about 40%).

3.2.2 A Comparative Study Based on Nature

Table 3 HR manager's qualification requirements percentage in different nature organizations

	Wholly Foreign Owned Enterprises	Joint-stock Enterprise	Private Enterprises	Joint Venture
Management experience	62.50%	40.00%	22.10%	81.25%
Work experience	100%	100%	100%	100%
Education background				
Bachelor degree and above	81.25%	75.00%	73.53%	62.50%
Specialist qualifications	18.75%	25.00%	26.47%	37.50%
Character				
Outgoing	56.25%	0	11.76%	18.75%
Conservative	0	0	0	0
No request	43.75%	100%	88.24%	81.25%
Foreign language ability				
CET-4	12.50%	0.00%	1.47%	6.25%
CET-6	37.50%	0.00%	0.00%	12.50%
No request	50.00%	100%	98.53%	81.25%
Professional knowledge	100%	100%	100%	100%
Communication skills	>80%	>80%	>80%	>80%
Work enthusiasm	>80%	>80%	>80%	>80%
Team work	<10%	<10%	<10%	50.00%
Learning ability	37.50%	<10%	<10%	<10%
Creativity	31.25%	<10%	<10%	<10%
Leadership	<10%	<10%	<10%	<10%
General work skills	<10%	<10%	35.20%	<10%

The management experience requirement of wholly foreign-owned enterprises, joint-stock enterprises, private enterprises and joint ventures to HR manager positions are 62.5%, 40%, 22.1% and 81.25% respectively.The percent of Work experience requirements is 100%. But the tenure requirements are different in different types organizations.For education background requirement, on the whole, most of the four types of organizations require the undergraduate and above on the HR manager qualifications, of which foreign-owned enterprises (81.25%), the highest proportion, the joint venture (at least 62.5%), the lowest proportion. For the character requirement , we found that four types of enterprises have no conservative-personality requirements for HR managers. There is a

significant demand for outgoing-personality of HR managers for wholly foreign owned enterprises (56.25%), followed by the joint venture (18.75%). The requirements of private enterprises and joint-stock enterprises are not very high, respectively, accounting for 11.76% and 0%. For foreign language (English) level requirements, the percentage of foreign language requirements in wholly foreign owned enterprises is 50%, of which The percentage of organizations required to pass CET-6 is 37.5%.

The percentage of requirements for professional knowledge is 100%. No matter what the nature of the enterprise, its professional skills of HR managers are very important. At the same time four types of organizations also pay attention to the communication skills and work enthusiasm.For foreign-owned enterprises, the percent of learning ability requirements is 37.5%, the highest level in the four types organizations. Innovation capacity also have a high level (31.25%). While in the joint-stock enterprises, the innovation capacity and other indicators requires less (<10%). For private enterprises, analysis capacity (52.9%) is relatively important in the HR manager qualification indicators, while innovation, teamwork and other indicators of the requirements are relatively low (< 10%). For joint ventures, a relatively important competency indicator is teamwork (50%), While the learning ability, leadership requirements are relatively low(<10%).

4. Conclusion

4.1 HR Manager Training Strategy Based on Research Results
4.1.1 Clear Development Direction, Do a Good Job Career Planning

Based on the differences of the qualification requirements, HR management practitioners should set career goals through the analysis on family environment, social environment and work environment, as well as combine with their own actual situation. And determine the qualifications which can help to achieve the goal. Second, the target should then be broken down into short-term, medium-term and long-term goals. Finally, the career roles in the conversion and the knowledge and ability of different roles should be clear in the implementation of career planning process.

4.1.2 Improve Professional Skills

We can conclude that the professional skills is necessary. HR managers should have a systematic view of the human resources management module. Second, the HR manager needs to deal with the employees of the various departments of the company.Thus, to strengthen collaboration with other aspects of professional management, we putforward some measures :(a) Self-restraint. An effective management principle is to lead by example, which can lead or influence others through self-restraint. (b) Rational persuasion. When it is necessary to coordinate the various contradictions between employees or departments, rational persuasion is an effective way to solve the problem. (c) Take the initiative to help others. As a HR manager, we need to take the initiative to find the problem, solve the problem, especially when the staff encounter difficulties, to help in good faith, which can not only cultivate the responsibility of HR manager, but also to create a good interpersonal relationship. (d) Form a interpersonal network. Relationship is critical to a person's career. The establishment of interpersonal networks can help HR managers to expand their influence.

4.1.3 Improve Personal Competitiveness through Targeted Training

Based on the analysis of the qualification of HR manager, human resources professionals should be tailored to different companies for training and competitiveness. First, participate in the training of management knowledge. HR managers can consolidate management knowledge and improve management through training. Second, participate in the exchange of experience in HR manager. Human resources work is a very practical job.

4.2 Conclusion

We found that the HR mangers qualification in the Internet industry in Jiangsu Province will change with the company size and nature changes. In terms of qualifications for the positions of HR managers, the distribution of management experience, education, character, innovation ability are different in different scale organization, while foreign language ability, work experience, communication ability,

work enthusiasm, professional skills in different sizes of enterprises did not show a big difference. In the different nature of the enterprise, management experience, foreign language ability, character are very different.Work experience, communication skills, professional skills are more consistent. On the basis of this study, we put forward three measures to cultivate qualified HR managers, namely:(a)Clear development direction, do a good job career planning(b)Improve professional skills(c)Improve personal competitiveness through targeted training.

Acknowledgements

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