

Review of Research on Influencing Factors of Personnel Recruitment

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Abstract: With the development of society and the increase of talent in recent years, recruitment has become an essential step for enterprises. This article studies the factors that affect employee recruitment, with the aim of improving the future survival and development of enterprises, reducing the huge losses caused by personnel changes, and indirectly improving the efficiency of enterprises. By using literature research methods to understand the factors that affect employee recruitment, the content can be divided into factors, problems, countermeasures, suggestions, and future sections. And through reading a large amount of literature, it can be concluded that the main factors affecting employee recruitment include the degree of job matching, differentiated needs, discrimination, recruiters' own literacy, and the rationality of human resource planning. The main countermeasures are to effectively implement personnel job matching, differentiate the treatment of applicants, standardize the recruitment process of enterprise employees, scientifically formulate human resource planning, and improve the professional literacy of human resource management personnel. Effective recruitment work improves employee quality and personnel structure, and injects new management ideas into the organization, adds new vitality to the organization, and may even bring significant technological and management innovations to the enterprise.

Keywords: human resource management, degree of person-post matching, differentiation of demand internal factors, discrimination, employee recruitment process

1. Introduction

Employee recruitment, as an important link in the human resource management system of enterprises, is the foundation for carrying out various human resource management work. Liu Hongchang and Jiang Songgui believe that effective recruitment work helps to achieve corporate goals, accelerate talent gathering, establish core competitiveness, shape corporate image, and establish employer brand [1]. Based on this background, this article takes the internal influencing factors of recruitment as the research object, mainly studying the internal factors that affect recruitment. This study is mainly completed by studying and summarizing all relevant literature from around the world, and then organizing, comparing, and analyzing this information. By studying the reasons for its occurrence, classifying the influencing factors, and analyzing the

internal influencing factors of recruitment one by one, the final conclusion is drawn, and opinions and countermeasures are proposed for recruitment work. Suggestions and prospects for future research directions are also proposed. This study focuses on “human resource recruitment” and focuses on “internal factors that affect personnel recruitment”. This topic can be viewed from three different perspectives: the importance and impact of talent recruitment on enterprises, the difficulties, phenomena, and countermeasures of effective talent recruitment and enterprise recruitment.

The field of personnel recruitment plays an important role in human resource management. It is not an independent human resource management link but is closely connected with other sectors. The effect of recruitment is directly related to the level of human resource management and the healthy long-term development of enterprises. The history of human resource recruitment management and the change of recruitment purpose follow the recommended step-by-step process. Scholar Xu Mingyue analyzes the development history of personnel recruitment under the background of China, which serves as a reference for this paper [2]. From the first period, the requirements for employees were skilled and healthy. By the second period, the manager makes sure that everyone is trained and that every body movement for each worker to complete the job should be exactly in place. Then the third period of the management of the bud of modernization, management is characterized by “archives management”. But the nature of the work is not clear, the goal is not clear, and the article is not reasonable in a practical problem. And the fourth stage, the management stage of the bud of modernization, the recruitment strategy and process is to develop a talent demand plan, correctly position the company, select different recruitment methods, select the resume screening process, and sign the employment contract. Finally, in the fifth period, recruitment management informatization, with the development of Internet technology, helps more companies find out what kind of outstanding talents they need more easily.

In the opinion of scholars Abdalla Hamza P, Jabbar Othman B, Gardi B, et al. think. The research focusing on foreign personnel recruitment theory can be roughly divided into four stages: labor management stage, interpersonal relationship stage, organizational and behavioral science stage, and strategic human resources management stage [3]. Domestic research on talent recruitment theory can also be divided into three stages: from the founding of the People’s Republic of China to the end of the 1980s, from the 1980s to 2000, when the Chinese government first proposed that “human resources are the first resource”, and all the stages from then to now. At the same time, case studies related to recruitment in the context of the Internet, big data, and epidemic diseases are added.

With the deepening of digitalization in all walks of life, human resource recruitment is increasingly closely connected with various digital technology disciplines, including but not limited to artificial intelligence, cloud computing, big data, and other disciplines. Through candidate relationship management system, talent portrait, video interviews and other specific technologies to reduce the time cost, simplify the recruitment process, locate the needed talents, and promote the development of online and offline multi-end recruitment. At the same time, however, changed, HR recruitment research will continue to focus on how to accurately find and acquire the desired talent from a wide range of candidates. And it will pay more attention to internal recruitment, improve the internal mobility of employees to promote long-term development, and reduce the risks and costs of external recruitment. It will also promote employer brand building to enhance talent attraction and etc. However, the problem lies in that the recruitment strategy of high-end talents in the face of low supply is often not enough to find the needed talents, so it is necessary to create a personalized experience for the candidates. At the same time, small and medium-sized enterprises are faced with many problems such as being unable to use digital recruitment due to input costs, lack of attraction,

etc. Both of them need to be analyzed according to the specific situation of human resources recruitment.

This paper discusses the problems that may exist in the recruitment process and the factors that affect the recruitment. This paper can help the author put forward suggestions to improve the recruitment in the future.

2. Overview of the Definition and Concept of Human Resource Recruitment

Human resource recruitment is an important channel for enterprises to supplement personnel and absorb outstanding talents. It is also one of the important means for enterprises to form core competitiveness. The quality of human resource recruitment directly affects the future trend of enterprises. Therefore, scholars at home and abroad attach great importance to the research of human resource recruitment, and display a variety of targeted views in different research objects, human resource recruitment environment (such as domestic and foreign) and specific recruitment scenarios.

In the opinion of Chinese scholars Hongcai Yan and Xingzhu Huo, human resource recruitment refers to the management process in which an enterprise attracts talents to participate in recruitment and selection through internal and external recruitment in order to achieve organizational strategic goals, and finally hires excellent talents in line with job requirements [4]. Scholar Ling Yang believes that human resource recruitment is to recruit excellent and suitable people to the enterprise and arrange them to corresponding positions in the enterprise based on the business strategy planning and job analysis of the enterprise [5]. Scholar Jinzhi Tang believes that human resource recruitment is to employ scientific methods, select relevant personnel for recruitment, recruit needed talents to the enterprise according to the requirements of enterprise business strategy, and arrange appropriate people in appropriate positions [6].

Much literature related to the process of human resource recruitment and selection provides various references for research in this field. At the same time, McKenna and Beach's definition of human resource recruitment is given: Recruitment and selection is the process of bringing human resources into the departments, departments and positions of the organization. And another definition used by scholars Venkatesh and Jyothi -- recruitment is the art of finding and acquiring potential applicants for actual and expected vacancies in an organization [7].

Although domestic and foreign scholars have different definitions of human resource recruitment, they are all based on the needs of organization survival and development, according to human resource planning and work analysis, follow different recruitment principles under different environments, through scientific selection of recruitment methods, through certain recruitment procedures, discover, attract, acquire needed talents and arrange reasonable positions. Obviously, the above contents reveal that the effectiveness of human resource recruitment is affected by various factors. And this effectiveness is of great significance in attracting talents, improving work efficiency, and enhancing enterprise vitality and innovation. The effectiveness of human resource recruitment also affects the process to establish a good enterprise image, promote rational flow and distribution of human resources, and enhance enterprise competitiveness [8].

3. Overview of Influencing Factors of Human Resource Recruitment

3.1. Degree of Person-post Matching

When a company receives a resume from an applicant, it subconsciously assumes that the applicant is eager for the job. But not from a practical point of view, whether the person is interested in this kind of work or whether the person's personality is suited to this kind of work. Scholar Ling Lu analyzed enterprise recruitment from the perspective of management theory [9]. Based on the

personality type theory, it analyzed that only when a person is engaged in a job that he is really interested in and suitable for him, he can release great enthusiasm in his work. Give full play to their maximum potential at the same time, and maintain the power of work. And vice versa, for the enterprise, if the personality of the applicant cannot match the position, for example, let a person who is good at the computer field run sales, it is difficult to give full play to his potential. The applicant is not qualified for the job responsibilities, which is also a great loss for the enterprise.

3.2. Differentiation of Demand

When different applicants apply for the same position, their social status and environment, their ability and their needs are different. Scholars Sun XiaoYun point out that employment is a process of mutual selection between the applicant and the enterprise, but many enterprises ignore these differences and fail to understand the needs of different applicants from different perspectives [10]. This is why enterprises are always the same when introducing themselves, and do not focus on introducing different candidates. As a result, many companies are missing out on the best candidates they need, and these people may not apply because they are not sure whether the company can meet their needs and is a good fit for them.

3.3. Discrimination

The current discrimination in personnel recruitment is mainly based on educational background discrimination, gender discrimination, and other discrimination. Scholars specifically listed and explained the types of discrimination in current enterprises, and analyzed that these are mostly caused by poor social “management” in economic and cultural aspects [11]. For example, educational discrimination. Nowadays, many enterprises have increasingly strict requirements for the first degree, which leads to many postgraduates doing the work of undergraduates, resulting in a large amount of waste of personnel resources. Another example is gender discrimination. In the workplace, it is generally believed that male employees are more motivated to pursue their careers and are more competent than female employees. Society subconsciously assumes that only women workers have to think about how to make choices or balance between family and career. When a family member needs to sacrifice his or her career to return to the family, it is assumed that the sacrifice should be made by the female member. At the same time, most female employees are required to bear the responsibility of reproduction, plus the special physiological needs of women. Paid maternity leave and lactation leave is also a big expense for enterprises. So from the economic perspective, companies are more willing to recruit men. According to the 2021 Survey Report on the Status Quo of Chinese Women in the Workplace and a 2014 survey conducted by the Women’s Research Institute of the All-China Women’s Federation in universities in Beijing, Shandong, and other places, 86.6 percent of female college students have experienced one or more kinds of gender discrimination in recruitment. And these are likely to affect the recruitment of personnel factors.

3.4. The Quality of the Recruiter

The problems existing in the recruitment of human resources and emphasized the importance of recruitment were analyzed. Scholars point out that human resources, as the most important department of an enterprise, plays a decisive role in personnel recruitment. To some extent, it also represents the image and level of the enterprise. Therefore, enterprises should apply for human resource management personnel with excellent professional ability, rich practical experience, high quality, good at making recruitment countermeasures, and other comprehensive quality. When applying for this kind of personnel, enterprises should also strengthen the cultivation of their recruitment ability. Enterprises should avoid problems such as low quality, insufficient skill training,

and bias caused by personal preference or subjective judgment. This will tarnish the outside world's image of the company, and appear inefficient and ineffective recruitment problems. Only by building a unique talent recruitment mechanism can the enterprise continuously improve and recruit the ability of personnel, to help the enterprise find the talents it needs, bring higher quality talents and help the enterprise develop better.

3.5. Rationality of Human Resource Planning

Enterprises often recruit a large number of people to expand the scale of recruitment, but it is difficult to guarantee the quality. The problems of the current situation of talent recruitment in enterprises include the lack of a complete recruitment system, and passive and single recruitment methods, and proposed corresponding improvement strategies. It is pointed out that most enterprises employ the recruitment mode combining written tests and interviews. But this mode often needs to consume a lot of time and energy. At the same time, the lack of effectiveness and standardization is also an inevitable problem. As a result, the enterprise spends a lot of time, energy, and resources, but still fails to recruit the personnel it needs, which cannot guarantee the long-term development of the enterprise.

4. Suggestions and Countermeasures

4.1. Effectively Implement Person-job Matching

Enterprise recruitment according to personality type theory point out when the individual engaged in the work is interested in themselves, really suitable for themselves can release their great enthusiasm for the work, give play to their maximum potential at the same time, and maintain the power of work. The combination of interest and occupation can maximize the potential of the individual, and the creation of benefits is what the enterprise wants to gain. To achieve this goal, enterprises can use external assessment tools or methods to deeply understand the candidates are interested in, and suitable for the field. Then through the interview and other more comprehensive assessments, so as to confirm whether the candidate and the job match, and whether competent for the job. Enterprises should pay more attention to the ability of applicants to match the job, rather than just the degree of education.

4.2. Differentiated Treatment of Applicants

Recruitment is a two-way selection process between the enterprise and the create profits. However, the applicant pays more attention to the salary of the enterprise, the room for growth, the enterprise prospect, etc. Enterprises should target different candidates and positions and should have a deep understanding of the internal needs of the candidates. And in the process of the interview or introduction of the enterprise, focusing on the part that the applicant cares about, "the right medicine" makes the applicant more confident in the enterprise, increasing the efficiency and effectiveness of recruitment [12].

4.3. Standardize the Employee Recruitment Process

Companies need to develop precise and reasonable recruitment processes and standards. Similarly, scholar Xiao Qing also emphasized the importance and benefits of standardizing the recruitment process for enterprises in his article on the effective construction of the employee recruitment system and what a reasonable recruitment process looks like [13]. A proper recruitment process starts with the company identifying the specific positions for which the person is missing, as well as the key areas of knowledge and ability that the recruiter needs to have to match the specific job

requirements of these positions. In order to determine the enterprise needs to recruit talent types. Secondly, the enterprise needs to determine the recruitment criteria for these positions, as well as the qualities and abilities that the candidates should have, so as to make a more specific introduction to the position.

4.4. Scientific Development of Human Resource Planning

Through the development of reasonable human resources planning, the employer can have a more comprehensive understanding of the enterprise's management mode, development prospects, and corporate culture and the enterprise's recruitment work will become more meaningful. For example, scholar Xiao Qing emphasized the importance of human resource planning and analyzed the benefits of reasonable planning to enterprises in his article on the effective construction of enterprise employee recruitment systems. Scholars believe that ensuring the coordination and stability of the work among various departments of the enterprise is conducive to the timely adjustment of the personnel structure of the enterprise. The rationality and effectiveness of the work can help the enterprise to better play the potential of the personnel and help the enterprise to create benefits. At the same time, reasonable enterprise management, effective planning, and stable work will reduce the turnover rate, making the development of enterprises more stable.

4.5. Improve the Professional Quality of Human Resource Management Personnel

The importance and necessity of recruiting recruiters with strong comprehensive quality have an influence on enterprises. Enterprises should improve the professionalism of recruiters and strictly train recruiters. Choose someone who is more knowledgeable about trends and information in the field and the rules and regulations in the field. At the same time, the recruiters themselves should have the consciousness and comprehensive quality of modern recruitment and grasp the latest recruitment situation. To increase the competitiveness of the enterprise relative to other companies, as well as attract applicants.

5. Conclusion

On the basis of studying the overall situation of the field of human resource recruitment through a large number of literatures, this paper explores the influencing factors of human resource recruitment and puts forward specific suggestions and countermeasures. Among them, it includes measuring whether personal interests and personality are suitable for the job of the person-post matching degree, according to the applicant's different backgrounds and abilities of differentiated needs differentiation, the common types of discrimination in recruitment, on behalf of the enterprise and affect the recruitment efficiency of the recruiter's own quality, and whether the enterprise development of human resources planning rationality and other influential factors and practical problems. Based on this, it is proposed to invest additional evaluation to effectively implement person-job matching, deeply understand and differentiated treatment of applicants, standardize the principles, standards and processes of employee recruitment, improve the professional quality of human resource management personnel through training, and scientifically develop human resource planning conducive to the construction of recruitment system and other specific suggestions and countermeasures. This paper points out the various practical problems in the field of human resource recruitment, provides a number of thinking angles for studying the influencing factors of human resource recruitment, and the suggestions given are also conducive to improving the talent attraction of enterprises, building an appropriate human resource recruitment system, and enhancing the effectiveness of human resource recruitment. At the same time, this paper mainly focuses on qualitative research and lacks quantitative research supported by data, which has certain limitations.

It is expected to develop personalized solutions for human resource recruitment applicable to enterprises of different sizes under the background of multidisciplinary combination in future research.

Authors Contribution

All the authors contributed equally and their names were listed in alphabetical order.

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