

A Layered Employee Recruitment Model and Strategy Considering Value Fitness

Bin Jiang¹, Bo Wang², Jun Chen¹, Li Zhang¹, Qinpei Zhao¹, Liyun Zhang¹

¹Northwestern Sichuan Gas District, PetroChina Southwest Oil & Gasfield Company, China

²School of Economics and Management, Southwest Petroleum University, China

Abstract: Based on the status and role of employees at different levels in the enterprise, a hierarchical employee recruitment model (3C model) and corresponding strategies based on the perspective of values are proposed. For enterprises, rather than striving to influence and change their employees' values, it is better to choose employees who align with the company's values during recruitment. Senior managers are the leaders and leaders of enterprises, and their value orientation in business management is closely related to the long-term development of the enterprise. When recruiting, emphasis should be placed on the compatibility of values, consciously forming heterogeneity in the management values of senior team members, and improving the effectiveness of team operation; Middle level managers are the backbone of the enterprise, playing an important role in connecting the past and the future. When recruiting, emphasis should be placed on consistency of values, and their value assessment standards can be determined based on the 3V model, with appropriate consideration given to the widely recognized life values of middle level managers; Grassroots employees are the specific executors of work, and recruitment should focus on the competence of values. Enterprise values can be integrated into the competency model of the position, and comprehensive consideration should be given to specific job characteristics. The hierarchical employee recruitment strategy based on the perspective of values provides a new perspective and method for the recruitment and selection of employees from a more detailed perspective.

Keywords: Values; Fit; Employee recruitment; strategy.

1. Organization of the Text

Values are the core expression of culture. Employees have personal core values and an organization (business) has its own core values. The personal values of employees are the values they form in their work and life. Most employees in an enterprise will strive to realize their self-worth at work while seeking survival and development. Corporate values are the standards of behavior of employees, responsible for solving the problem of "who we are, how we work, why we work" [1], is the core of corporate culture. The practical experience of successful enterprises tells us that in order to continue to survive and develop, we must abide by the core values and infiltrate them into the whole process of enterprise operation and development, so that they can be internalized in the heart, externalized in the form, and ultimately cured in the system, and long-term adherence to and formation of the core competitiveness of enterprises. Therefore, core values are the cornerstone of corporate culture and the cultural genes of successful enterprises [2].

A number of studies have been conducted to highlight the importance of values alignment or fit between employees and organizations. Academic recognition of the importance of values congruence between employees and organizations can be traced as far back as Fiedler's (Fiedler, 1967&1978) [3-4] contingency model, followed by Hackman & Oldham's (Hackman & Oldham, 1980) [5] job characteristics model. Both of these models suggest that the interaction of key personal and organizational characteristics shapes and explains employee behavior and job performance. Several studies have found that specific employee attitudes and behaviors can be explained by the congruence between employees' personal values and the values espoused by the organization [6]. When employees' personal values match

those of the organization, they are more satisfied with their jobs, more likely to find meaning in their work, and in turn identify with the organization and seek to maintain the employment relationship (Edwards and Cable, 2009) [7].

change employees' values to a certain extent, such changes are very slow [8] and require long-term persistent efforts. From the perspective of the enterprise, if the selection of personnel whose personal values match the enterprise's values through recruitment can enable new employees to quickly integrate into the enterprise's culture, and then infiltrate and consolidate the enterprise's core values through the construction of the enterprise's culture, so as to make them have a high degree of identification with the enterprise's culture and core values, it will contribute to the enhancement of the efficiency of the enterprise.

At present, in the field of human resource management, there are fewer studies on the application of values theory to the recruitment and selection of corporate personnel, while its application to issues such as the construction of corporate culture, employee behavioral guidance and motivation is more common. Wang Xiaochun (2012) [9] explored the basic shape of corporate culture text with individual-organization fitness as one of the research perspectives. Liu Xuan et al. (2005) [8] explored the recruitment of corporate employees from the perspective of professional values, pointed out that employees matching corporate values should be recruited, and proposed some recruitment strategies. Ma Shuangshuang (2009)[10] analyzed the related literature on values and middle leadership selection mechanism, and constructed a selection model and corresponding selection mechanism for enterprise middle managers based on the perspective of values. Edmund C. Staszke et al. (2021)[11] argued that existing research has not yet fully distilled the many mechanisms by which values congruence affects employee

attitudes and behaviors, and they argued that the link between a person's sense of fitness to the organization and affective commitment depends on the clarity of the information about the organization's goals, which further illustrates the importance of the goals for affective organizational commitment, and reveals some behavioral mechanisms for linking values congruence and affective some of the behavioral mechanisms linking values congruence and organizational commitment. Although these studies have researched and explored the impact of values congruence (match/fit) on employees or the implications for corporate recruitment and selection based on the values perspective, none of them have considered and analyzed the differences in the consideration of values of employees at different levels by corporations, as well as the differences in the corresponding recruitment strategies.

It is worth noting that Schneider (1995) and others [12] argued that a high degree of matching between people and organizations can lead to homogenization of corporate employees, and that highly homogeneous employees, especially the executive team, can lead to a single perspective and a lack of diversity among members of the organization, which is not conducive to creative problem solving, and thus leads to a decrease in the adaptability of the organization to the environment, a reduction in the organization's ability to innovate, and a decrease in the effectiveness of the organization. This is a reminder that, despite evidence of the importance of values congruence, the values of employees at different levels of the organization should be examined in a more focused manner, given their different positions and roles in the organization.

The paper discusses the recruitment strategy of hierarchical employees considering values fit. Starting from the spiritual level of employees and the enhancement of corporate effectiveness, it analyzes the differences in the value requirements of enterprises for employees at different levels, which helps to further refine the recruitment process of enterprises and provides new perspectives and methods for the recruitment and selection of employees in enterprises.

2. Personal-Organizational Values Fit Analysis of Different Levels of Employees

Fit refers to a state of proportionality, adaptability or competence, which is generally expressed as "fit" in English [9]. From the connotation of "fit" itself, values fit can be understood from the three perspectives of values compatibility, consistency (the same or similar) and competence, which are all important aspects of values fit and indispensable components of values fit.

2.1. Personal-Organizational Values Fit for Executives: Values Compatibility

The executive team's choices regarding organizational strategies, the way the organization operates, and the performance of the organization are influenced by the psychological characteristics of the executive team members such as cognition, values, etc., and demographic characteristics can reflect psychological characteristics to a certain extent, and thus demographic characteristics affect the strategic choices and performance of the organization [13].

Based on the above logic, studies related to the top echelon theory have mainly focused on examining the demographic

characteristics of executives, for example, Wu, Liang et al. (2022) [14] examined the impact of individual executive characteristics on the selection and implementation of entrepreneurial patchwork strategies. Xu Ding et al. (2023) [15] examined the relationship between executives' academic experience and corporate environmental performance. Similar studies have focused on simple and easily accessible demographic variables such as executives' age, tenure, and education, and have not explored psychological variables such as values that influence executive behavioral choices and operational performance [13]. To address these challenges, top echelon theories have expanded and deepened in 2 dimensions: breadth and depth [16], with the more notable developments being the direct measurement of psychological constructs or the indirect measurement of multiple items. For example, Finkelstein et al [17] expanded on the depth aspect by examining the effects of subjective variables such as executives' personality, cognition, values, and team dynamic processes on information processing and strategic decision-making, and conducted a direct test of executives' psychological characteristics. Sun Haifa et al. (2011) [13] empirically analyzed the structural dimensions of business values of executive teams from the perspective of homogeneity and heterogeneity of business values, and analyzed the impact of each dimension on conflict and organizational performance.

Values determine human behavior and thoughts. Top executives are bound to be influenced by their perceptions and values when making corporate strategic choices, coupled with the complexity of strategic decision-making itself and the limited rationality of executives [16], understanding the values of top executives is essential when selecting them for a company because the organization may become a reflection of their personal characteristics. The values of executives also have an impact on the values and behaviors of middle managers [18], which further suggests that the personal values of executives should be given enough attention as an important recruitment and selection criterion in the process of recruiting or selecting executives.

The values of enterprise employees can be divided into management values, cultural values and work values [13]. Management values are the individual's position, viewpoints and attitudes about "how to manage and develop the enterprise", cultural values are the individual's conceptions and beliefs about "what life is about" and "how to live well" [19], and work values are the individual's basic conceptions and beliefs about the value and meaning of work [20]. Cultural values are individuals' conceptions and beliefs about "what life is for" and "how to live well" [19], and work values are individuals' basic understanding of the value and meaning of work [20]. The job function of executives is to manage the enterprise and lead the development of the enterprise, there is no doubt that business values can best reflect the value orientation of executives when they fulfill their job functions, and business values have a direct impact on the decision-making motivation and final decision-making results of executives.

Compatibility represents the characteristics of mutual adaptation, coexistence and cooperation between things. Compatibility is the biggest guarantee and foundation for the development of an enterprise, especially a start-up enterprise. If compatibility cannot be demonstrated, then in the process of enterprise development, there will be internal long-term consumption, which is extremely unfavorable to the team.

Therefore, the values of corporate executives mainly emphasize compatibility with corporate values, choose values that match the enterprise and are suitable for the development of the organization, maintain tolerance and inclusiveness, and resolve conflicts through cooperation and communication, while maintaining a flexible and innovative attitude. Executive team members should not maintain a high degree of consistency in values among themselves, and too much homogeneity will reduce the innovation ability of the enterprise (Schneider, 1995)[12], on the contrary, the heterogeneity of values, i.e., the conflict of values, should be emphasized and fully utilized to enhance the effectiveness of the enterprise.

2.2. Personal-Organizational Values Fit for Middle Managers: Values Consistency (Consistency)

The special position of middle managers in the enterprise determines that they have to play the role of communicating from above and communicating from below [21]. In addition to receiving and conveying information and collecting and uploading information, they have to implement the instructions of top managers on the one hand, and on the other hand, they also have to implement the goals and check and supervise the work of grass-roots managers to ensure that the tasks are completed smoothly and on time.

The recruitment and selection of enterprise middle managers at home and abroad are mainly based on their actual performance in terms of performance, competence and other aspects [10]. Developed countries in Europe and the United States in the early 20th century began to rise with the psychological test method of selection of enterprise middle management, such as the United States, many large enterprises for psychological testing and other scientific assessment methods are very common.

Although the selection mechanism of middle managers in Chinese enterprises has certain applicability, it is generally more general and vague, with defects that are difficult to quantify. In order to improve measurability and objectivity, some enterprises have introduced a lot of advanced measurement and evaluation methods in the recruitment process, and started to use more scientific tools to establish models for the recruitment and selection of middle-level personnel, but the focus of the examination is still on the candidates' relevant experience and work ability, etc., which is less reflective of the "values-based hiring" idea, mainly focusing on gradually improving their integration with the company's values in practice [10].

It has been found that an individual's values determine job satisfaction [22] and that there is an impact of employees' value realization on their job satisfaction and turnover intention [23]. The extent to which the work situation matches personal values is the most direct determinant of job satisfaction. Work values also have a close correlation with attitudinal variables such as Organizational Commitment (Organizational Commitment) [24], and the match between the values of the employee and the company has a significant effect on Organizational Commitment, and the higher the degree of the match, the higher the Organizational Commitment [25]. Organizational commitment reflects employees' identification with a particular organization and its goals, and their willingness to maintain organizational membership. Both satisfaction and organizational commitment can predict employee turnover to some extent,

but obviously organizational commitment is a better predictor, Robbins stated that organizational commitment explains 34% of the variance in turnover [26]. There is an essential difference between employees' dissatisfaction with their jobs and dissatisfaction with the organization. Dissatisfaction with the job may be temporary, and with the content of the job, the adjustment of the supervisor, or the transfer of the position, the degree of dissatisfaction may decrease or even disappear, whereas employees' dissatisfaction with the organization is very difficult to adjust because the culture and values of the organization have a certain degree of stability, and when the dissatisfaction spreads to the organization (low organizational commitment), employees are more likely to choose to leave. likely to choose to leave the organization. Boyatzis & Skelly (1991)[27] found that career values affect an individual's willingness to work for and stay with the organization.

Consistency means that the basic features or characteristics of things are the same and other features or characteristics are similar. As the backbone of the enterprise, the personal values of middle managers mainly emphasize the consistency with the enterprise values, i.e., the employees and the enterprise are the same or similar in value orientation. The degree of consistency between middle-level employees and corporate values directly affects their job satisfaction and organizational commitment. In the recruitment and selection of middle-level employees, if we neglect to examine the values of the candidates, we may recruit people who are compatible with the values of the enterprise, resulting in low job satisfaction and organizational commitment of middle-level employees, and inappropriate implementation of the directives of the executives and supervision of the grassroots work, which affects the turnover rate of the entire enterprise.

2.3. Personal-Organizational Values Fit for Grassroots Employees: Values Competency

Grass-roots employees are those who have a lower position rank in an organization, whose work is relatively simple and who are usually engaged in executive work. The biggest responsibility of a basic employee in a basic position is to do his job well, and the company pays him a corresponding salary.

From the perspective of values, the recruitment of junior employees mainly emphasizes the values of competence (Competency). Competency (competence), including knowledge, job skills, motivation, self-awareness, work attitude, and values, is a measurable and visible trait or behavior that can distinguish high-performing employees from ordinary employees (McClelland, 1998)[28]. Values are important determinants of employee competence. Occupational values are people's attitudes and beliefs towards their occupations in the workplace. Positive, positive occupational values can stimulate positive behavioral motives, promote individuals to improve their job competence, and make correct and positive behavioral performance that is conducive to their work; on the contrary, negative occupational values make individuals lack optimistic work attitudes, firm work beliefs, etc., and make it difficult to cope with difficulties and challenges encountered in their work, and individuals will not be able to cope with difficulties and challenges encountered in their work. On the contrary, negative occupational values make individuals lack optimistic work attitude, firm work beliefs, etc., and it is difficult to cope with the difficulties and challenges

encountered in the work, and the individual's performance at work will also be negative. At present, there are many academic studies on occupational values and job competence, some of which focus on the subdimensions of one or the other, but few studies on the relationship between the two [29], and the relevant research needs to be further strengthened.

Grass-roots employees are the most numerous part of the entire enterprise workforce, unlike executives involved in the issue of business values, they are the main bearers of enterprise production and services, the enterprise in the recruitment and selection of enterprises can be from the enterprise's values into the competency model of their positions, and combined with the specific characteristics of the job comprehensive consideration of their competencies.

2.4. Hierarchical Employee Recruitment Model Considering Values Fit (3C Model)

Since the change of values is persistent and slow, enterprises in the recruitment of employees, in addition to the examination of traditional knowledge, skills and abilities, should also be included in the examination of values, based on the individual-organization values of the recruitment of enterprises with twice the result with half the effort.

Based on the above analysis, the thesis proposes a hierarchical employee recruitment model (3C model) that considers value fit, as shown in Figure 1 below.

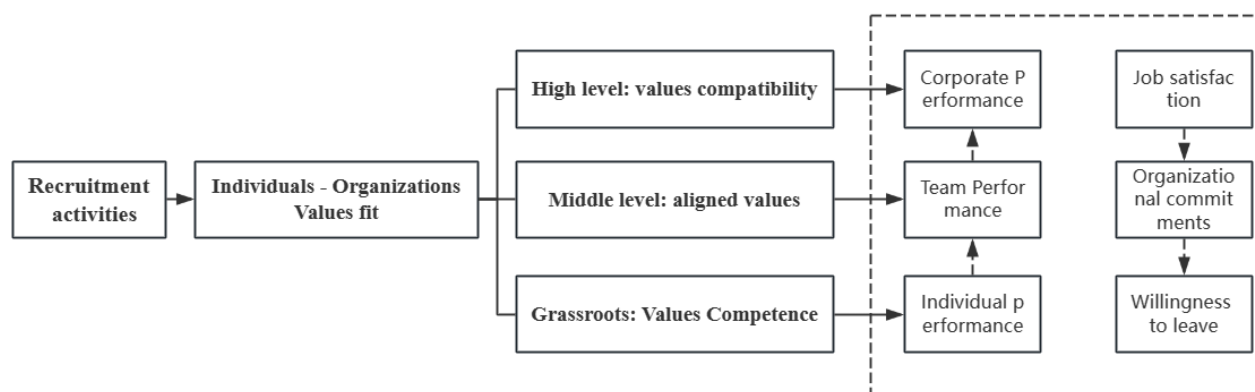


Figure 1. Hierarchical Employee Recruitment Model Considering Values Fit

First, the recruitment focuses of senior, middle and junior levels based on the values perspective are values compatibility, values congruence and values competence, respectively; second, individual-organizational values fit helps junior level employees to improve their individual performance, and on this basis, team performance and corporate performance; third, organizations with high individual-organizational values fit are characterized by high job satisfaction, high organizational commitment, and low willingness to leave the organization.

3. Recruitment Strategies for Different Levels of Employees Based on the 3C model

3.1. Corporate Executive Recruitment Strategies Considering Values Compatibility

As mentioned earlier, business management values better reflect the decision-making tendency of executives when they perform their job functions, and they are the core values that influence executives' decisions and behaviors. Sun Haifa et al. (2011)[13] summarized the types of business management values of top executives based on references to the literature related to Western values and entrepreneurship, combined with semi-structured interviews with executives, and further decomposed the business values into six dimensions involving innovation, market, talent, long-term development, team, and operational effectiveness. Unlike life values and ordinary work values, business management values involve the survival, development and growth of the enterprise.

Should executive team members be homogeneous or heterogeneous in their business values, and should they be

aligned or "battle" each other in problem solving? This has a direct impact on team harmony and decision-making efficiency. Intuitively, homogeneous values and mutual support among members will undoubtedly lead to a more harmonious team, but whether decision-making is efficient and of high quality is open to question.

The heterogeneity of values among executive team members is the problem of value conflict. Jehn (1994)[30] categorized conflict into task conflict and relationship conflict. The two different forms of conflict have different mechanisms of influence on the effectiveness of executive team functioning. As the name suggests, task conflict is related to work tasks and is triggered by disagreement over work task-related issues, and relationship conflict is related to interpersonal relationships and is triggered by interpersonal conflicts. The heterogeneity of executive team management values means that members hold different standards of judgment and ways of thinking, and therefore task conflict will inevitably be triggered in the decision-making process, and the improvement of the level of task conflict has a positive impact on the effectiveness of team decision-making, which can promote the performance of the enterprise. Relationship conflict, on the other hand, will break the team relationship and have a side effect on corporate performance by reducing the quality of decision-making. Of course, the level of relational conflict is affected by many factors such as corporate systems and team members' job satisfaction, in addition to value heterogeneity. A company that pursues efficient decision-making and emphasizes corporate performance should pay attention to and take the initiative to adjust the value structure of the executive team to consciously promote task conflict and inhibit relational conflict.

Heterogeneity in innovation values, long-term development values, and economic efficiency values among

executive team members has a significant positive effect on task conflict [13]. Innovation value involves individual executives' views and pursuit of innovative activities; long-term development value involves individual executives' views on the direction of long-term development, goals, development strategies, and resource inputs of the enterprise; economic efficiency value involves individual executives' tendencies and attitudes toward "open-source" (pursuing investment) and "cost-saving" (controlling costs). The value of economic efficiency involves executives' tendencies and attitudes towards "open source" (pursuing investment) and "cut cost" (controlling cost). Differences in the views and opinions of the executive team on these issues can increase the level of task conflict and, in turn, improve the effectiveness of the team's decision-making.

Team values heterogeneity has a significant negative effect on relationship conflict [13]. A high value of team values heterogeneity indicates the existence of members with high collectivist value orientation, who are willing to sacrifice their personal interests and take the initiative to resolve conflicts and frictions within the executive team when their personal interests are in conflict with the collective interests, which reduces the level of relationship conflicts.

Based on the above analysis, the selection of executives can be considered from the perspective of the four dimensions of

business values: innovation values, long-term development values, economic efficiency values, and team values. The details are as follows:

Firstly, firstly, conduct a survey on the values of the above four aspects of the enterprise's existing executive members to understand the value orientation of the existing executive members;

Second, according to the principle of value heterogeneity, members whose values of innovation, long-term development, and economic efficiency are heterogeneous with those of existing executives are prioritized for selection into the executive management;

Finally, selecting members with high collectivist value orientations on the basis of the above steps since they are favorable for reducing the level of relationship conflicts.

The measurement of innovation values, long-term development values, and economic efficiency values can be done by asking questions and analyzing them based on candidates' answers; considering that companies need executive team members with high collectivist value orientation, it is suggested that team values (collectivist values) can be measured by means of a mature questionnaire with high reliability and validity. The types of business values and ways of measuring them in the recruitment assessment of corporate executives are shown in Table 1 below.

Table 1. Types and Measurement of Business Values in Corporate Executive Recruitment Exam

Types of business values	Measurement method
Innovative values	Open-ended question: Should resources be invested in innovative activities? Why?
Long-term development values	Open-ended question: Briefly describe your views on the direction, goals and strategies of your organization?
Values of economic efficiency	Open-ended question: Briefly summarize the views on "open-source" and "cost-saving"; should enterprises pursue investment projects or save resources and control costs?
Team values (collectivism)	Questionnaire: Collectivism Questionnaire

Team values include both individualistic and collectivistic values, and in executive recruiting, we focus primarily on whether candidates have collectivistic values. The measurement of collectivism can be traced back to the socio-cultural level, and Greet Hofstede [31] was the first scholar to utilize the concept of Individualism/Collectivism (abbreviated as I/C) to systematically measure socio-cultural, but considering that Hofstede's analysis of Individualism/Collectivism is based on the national level, it

can not be universally used to explain the individual behaviors of enterprises. The use of I/C should not go beyond its limitations [32], i.e., one should not confuse macro-level I/C with micro-level I/C. Based on this, Oyserman et al. refined micro-level I/C indicators based on Hoyt's theory, in which eight indicators measuring collectivism can be employed to measure team values heterogeneity among executives [33], see Table 2 below.

Table 2. Collectivism dimensions and indicators in Oyserman et al.

dimension	define	concern
Related	Seeing the intimate other as an integral part of the self	To understand who I am, you have to see me and my team members.
Belong Duty	Want to join and enjoy being part of a group Responsibility and sacrifice as a team member	For me, happiness is being with others. If a relative is in financial difficulty, I will help where I can.
Harmony	Concern for group harmony and group coexistence	I try to avoid disagreements with my team members.
Advice	Turning to close others for help in decision-making	I always consult with others before making decisions.
Context	The self that changes according to circumstances or situations	My behavior depends on who I'm with, where I am, or both.
Hierarchy Group	Concerned about hierarchy and status issues Enjoys working in teams	I respect the authority figures I interact with. I'd rather do a group paper or experiment than do a solo

3.2.A mid-level corporate recruitment strategy that considers values congruence

The special position of middle managers in the enterprise determines their status as both leaders and led. It is very important for enterprises to recruit and select suitable middle managers to give full play to their role as a bridge between the top and the bottom, and between the point and the surface in the enterprise. On the one hand, values belong to the psychological or spiritual level, and it is difficult to accurately measure and examine values during recruitment, and at the same time, there is the phenomenon that candidates may hide their real ideas and cater to the preferences of the enterprise; on the other hand, at present, the recruiting enterprises do not recognize the importance of values in recruitment and selection, and still focus on examining the work ability of the applicants. On the other hand, recruiting companies generally do not recognize the importance of values in recruitment and selection, and still focus on examining candidates' work ability. Once the bridge role of middle managers is not effectively played, it is bound to bring serious impact on the development of the enterprise.

When recruiting and selecting middle managers, the focus is on the consistency of values, and in order to ensure the consistency of values, it is necessary to analyze and clarify the core values of the enterprise, which can be referred to the following strategies:

First of all, based on the following 3V model [34], from the standard of being, doing and industry or enterprise important things, to grasp the essence and content of corporate values, and based on this to determine the values of the enterprise recruitment of relevant middle management reference.

The 3V model summarizes the content of corporate values into three categories of issues: V1: people standards (character or corporate character, such as honesty, respect); V2: doing standards (work or character, such as dedication, passion); V3: the industry or business priorities (social responsibility or business strategy, such as DuPont's "safety, health, environmental protection," the industry is important, Alibaba is important, and the industry is important, and the industry is important. (social responsibility or business strategy, such as DuPont's "safety, health, environmental protection", which belongs to the industry's key issues, and Alibaba's "customer first", which is the enterprise's key issues). According to the 3V model, we analyze the values of the recruiting company and summarize the 3V elements of its values.

Secondly, after clarifying the essence of the company's values, it is important to design scientific values interview questions based on them. Through the design of corporate values interview questions, it helps the company to understand the candidate's value orientation, such as whether their priorities are consistent with the company's goals, and their intrinsic motivation to devote themselves to the work, and so on. For example, if the company believes in the value of honesty and integrity, then the middle-level employee values interview questions can ask the candidate's code of ethics at work; if the company believes in the value of teamwork, then the middle-level employee values interview questions can ask the candidate to pay attention to the business status of other departments, and whether he or she has encountered any resistance from other people when completing the work; if the company believes in the value of

responsibility, then the middle-level employee values interview questions can ask the candidate to take responsibility, then the middle-level employee values interview questions can ask the candidate to take responsibility. If the company believes in the value of responsibility, then the mid-level employee values interview questions can ask the applicant what criteria are used to measure their own success or that of the team, etc. In the interview session, the interviewer needs to ask the applicant how he or she would like to be measured.

During the interview, the interviewer needs to understand that everyone has their own unique values and should respect the candidate's answers about them. Values have a direct impact on motivation, and selecting candidates who match the company's core values during the hiring interview session is more likely to stimulate potential motivation and motivate candidates to become high-performing employees [35].

Third, scenario simulation: provide candidates with some controversial things that have happened or may happen within the company, and let the candidates express their own views, so as to judge their value orientation.

Ma Shuangshuang's (2011) [10] research found that there are some differences in the order of agreement of managers at different levels on the value characteristic question items, among which, the value scores (agreement) of middle managers of enterprises are Happy Life, Achievement of Power, Living in Peace and Work, and Having a Happy Family, in descending order. To a certain extent, the above values can reflect the generally recognized value orientation of middle managers, which can be appropriately considered by enterprises when recruiting middle managers, so as to select suitable personnel in a more targeted manner and enhance the cohesion and work efficiency of enterprises.

3.3. Recruitment Strategies for Grassroots Employees Considering Values Competency

Grass-roots employees are not involved in the issue of management values, and their greatest responsibility is to do their jobs well. Therefore, from the perspective of values, the recruitment of grass-roots employees mainly emphasizes competency in values.

For the recruitment of grassroots employees, due to the large number of people involved, the interview time is usually short, and most of the current evaluation criteria for interviews are based on the elimination system. Since values are implicit traits, it is difficult for recruiters to understand the values of candidates clearly within the interview time, so companies can consider adopting a more convenient and quicker way of examination, and can adopt some strategies as follows to improve the quality of recruitment and ensure that competent employees are recruited.

First, a wide range of tests can be conducted using occupational values and personality type scales. Personality types can be used for job performance through competency [36].

Occupational values test. Occupational values determine a person's career aspirations, his/her attitude and level of performance after employment and thus his/her career development. The exploration of the candidate's occupational values can be combined with Maslow's hierarchy of needs theory, which penetrates into the inner psyche of the individual to understand his or her intrinsic needs.

Personality Type Test. Applying the theory of personality type-occupational matching, recruiting companies can enhance their understanding of candidates through personality type-occupational matching tests.

Second, the core values of the company are integrated into the competency model of the position, and the results of the occupational values test are viewed based on the competency of the position.

For example, interpersonal relationship (altruism or self-interest, competition or cooperation, etc.) as a dimension of values, different positions do not have the same needs for interpersonal relationship, such as technical positions and marketing positions in the interpersonal relationship dimension of the competency is different.

Thirdly, we will make comprehensive judgment by combining the candidates' working life experience, interests and recruitment positions to choose the right person.

In addition, the interview examiner's subjective evaluation of the candidate's values match with the organization has a great impact on the organization's hiring decision, and Gable & Judge's (1996) [37] study showed that the standard regression coefficient between the two reached 0.41. Therefore, selecting talents based on values is also a competency that a professional interviewer should have, and no matter for which level of employees' recruitment, it is necessary to make appropriate assessment of the recruitment examiner. Appropriate training is needed for recruitment examiners. Firstly, recruitment examiners need to understand the core values of the enterprise and be able to integrate the enterprise values into the competencies of the positions; secondly, recruitment examiners should be able to use some psychological tests and evaluation tools, and have certain data collection and mathematical statistics ability in order to complete the corresponding screening work; finally, the accuracy of the interview examiners' perception of the match between the applicants and the enterprise should be improved through training.

4. Summarize

From the perspective of talent decision-making, every enterprise hopes to recruit the right people to contribute to the performance improvement and development of the enterprise, and the personal-organizational value fit can more effectively reduce the employment risk caused by wrong hiring. As different levels of employees have different values and impacts on the company, companies can adopt appropriate strategies to improve the quality of recruitment for different levels of employees, and ensure that they recruit employees who meet the requirements of the company and fit in with the company's values.

Integrating values into the recruitment and selection mechanism of enterprises is a useful exploration for enterprises to improve the quality of recruitment. In addition, corporate values, as the kernel of corporate culture, should run through the whole enterprise and penetrate into the whole process of its operation and development. From the perspective of human resource management system, we can consider the enterprise's values as the benchmark to build the enterprise's employment mechanism, assessment mechanism, compensation and welfare system, the enterprise's values throughout the entire process of human resource management, and ultimately through the values shared by the enterprise to drive the enterprise's core competitiveness and the continuous improvement of enterprise performance. For example: in the

recruitment and selection of employees, for different levels of employees, using the appropriate recruitment strategy, through interviews, tests, observation and other ways to understand the values of job seekers, and select candidates with corporate values; in the performance appraisal, the corporate values of behavior into the set of assessment indicators; in the design of the compensation and benefits system, the employee's recognition of the values of the corporate behavior and implementation of the system. In the design of the compensation and benefit system, the employees' recognition and implementation of corporate behavioral values are incorporated into the system.

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