

Problems Existing in Recruitment of XD Company's Project Department and Countermeasures

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Abstract: In recent years, China's economy has developed rapidly, and the importance of talents to the development of modern enterprises is self-evident in today's rapid development of knowledge economy. This paper takes the project department of XD company as the research object, and makes a detailed discussion on personnel recruitment problems and countermeasures. By analyzing the current situation of recruitment in the project department of XD company, we can optimize the recruitment path of the project department of the company, so as to promote the company to get better development and improve the quality of recruitment.

Keywords: Employee, Recruitment problem, Countermeasure analysis, Man-post matching.

1. Introduction

With the development of the economy, highway maintenance work has achieved remarkable results, highway maintenance management is a direct reflection of the socialist modern market economy of the construction and development effect, want to stand in the field of highway maintenance, it is necessary to further improve the quality of service, high-quality service is the need for high-quality staff. [1] Therefore, for road maintenance companies that need to rely on personnel and promote development, the importance of recruitment is self-evident, the company's human resources management department can recruit enough and suitable talent is crucial. [2]

2. The Current Situation of Staff Recruitment in XD's Project Department

2.1. Company profile and personnel system

XD Company was established on June 7, 2005, with a registered capital of RMB 5 million, the industry of which is road transportation. The company is mainly engaged in the operation according to the road maintenance level. XD company currently implements the general manager responsible system, and the general manager of the company is the legal person of the company. The company is divided into three main functions, management, administration and project department. The management is responsible for the

overall management and operation of the company, and there are three people. There are many types of administrative departments, and the business is complicated and tedious, mainly engaged in paperwork management, uploading and distributing and cooperating with the project department's operation tasks, with a total of 50 people. The project department is mainly the executive department of the company, which is the functional management department for the maintenance and repair of road maintenance works under the jurisdiction of the company, with a total of 142 people. the project manager leads the company's specific tasks, the technical department designs the plans, and the maintenance department and the engineering department work separately. the personnel department of XD has three people, consisting of a main person in charge and two employees. Two of them have a high school degree and the other one has a college degree, and all three are not majoring in human resource management.

2.2. Recruitment process of XD's project department

Taking the recruitment in August 2021 as an example, a total of 23 people were actually recruited in the project department, including 19 people in the maintenance department and 4 people in the engineering department. Through interviews with the personnel department of XD, we learned that the recruitment process of the company's project department is basically divided into six steps.

Table 1. XD's conservation department plans to recruit personnel requirements

Recruitment position	Road Maintenance Worker
Recruiting Number	24 people
Age of personnel	18-35 years old
Personnel gender	No limit
Personnel qualifications	No limit
Personnel requirements	① Good health, no major diseases ② Knowledge of road maintenance and experience in this position is preferred ③ Highly responsible and conscientious work ④ Able to bear hardship and work hard
Salary Range	1500-2500

First, the project manager proposes the need to recruit new employees and presents the plan and the number of employees he wants to recruit to the personnel department, which is then summarized by the personnel department and presented to the general manager for review.

Second, a recruitment plan was developed. Taking August 2021 recruitment as an example, XD does not have a detailed recruitment plan and job analysis, only planned recruitment requirements. The details are shown in Table 1 and Table 2.

Table 2. XD's engineering department plans to recruit personnel requirements

Recruitment position	Road construction personnel
Recruiting Number	6 people
Employee Age	18-35 years old
Personnel gender	Male
Personnel qualifications	No limit
Personnel requirements	♠Strong health, no major diseases
	♢Can build, repair roads or have relevant experience
	♣Can live on construction sites as needed
	♣Hard-working and hard-working
Salary Range	1500-3000

Thirdly, we select recruitment channels and publish recruitment information. There are usually only three

recruitment channels for the company, and the specific recruitment in August 2021, for example, is shown in Table 3:

Table 3. Project department August 2021 recruitment by recruitment channels

Recruitment channels	Recruiting Number	Specific gravity (%)
Staff Recommendation	18	78.26
Local job market	4	17.4
Recruitment Sites	1	4.35
Total	23	100

Fourth, personnel selection. Applicants are arranged by the recruitment team for a unified group interview, the deputy general manager is not involved in the interview process, other team members in charge of the personnel department organization, and prepare a list of interview passers.

probationary period, and the assessment will be carried out in accordance with the ratio of 85% for passing the transfer.

Fifth, admission. the final list of actual recruiters and the number of personnel in XD's project department is decided by the general manager. Those who pass the interview will generally have a three-month probationary period, and the company will conduct an assessment after passing the

Sixth, the recruitment effect assessment, XD company managers and personnel department in the past after the recruitment is not specifically standardized recruitment effect of the relevant assessment, the relevant data are collected by the personnel specialist dictation or by the author deliberately collated summary.

XD's project department recruitment completion is shown in Table 4, as of August 2021.

Table 4. Project Department Recruitment Completion in August 2021

Name of each department in the project department	Planned recruitment number	Actual number of recruits	Completion Rate
Conservation Department	24	19	79.17%
Engineering Department	6	4	66.67%

The recruitment cycle. XD generally organizes recruitment once a year. 2018-2021 XD part of the recruitment time and

recruitment cycle is shown in Table 5.

Table 5. XD's recruitment cycle 2018-2021

Recruitment time	Recruitment Cycle
August 2021	About 2 and a half months
March 2020	About 4 months
October 2019	About March
August 2018	About 2 months

3. Problems of Recruitment in XD's Project Department

3.1. Ambiguous job qualifications and low job-matching degree

On the one hand, the recruitment of employees in XD's project department is highly arbitrary, and XD's recruitment

is mainly reactive or emergency, and there is no systematic and strategic recruitment planning, let alone active and forward-looking HR planning. This makes it impossible for the company to assess its staffing needs and talent allocation in the future development, and the lack of strategic development vision often leads to a mismatch between the current situation of human resources and the development

strategy of the company, making the level of human resources management lower than that of some other companies at present. On the other hand, the project department of XD Company has restrictions on the age of employees, and only recruits personnel within 35 years old, which leads to employees aged 26-35 accounting for more than half of the employees in the project department of the company. A large number of young employees enter the company undoubtedly brings fresh vitality and vigor to the development and growth of the company, but young employees also generally have some common problems, such as: more impatient at work, unable to sit still; lack of hard-working spirit; more important material compensation and material incentives, etc.

3.2. Fewer recruitment channel channels and low utilization rate of development

XD company project department recruitment specialist in the recruitment, recruitment methods and channels are relatively simple and fixed, its thinking is still in the traditional recruitment concept, the company project department employees are mostly through the traditional recruitment method to join. In addition, the company attaches great importance to the recruitment method of employee recommendation, other recruitment channels are only as a supplement to employee recommendation, which makes the proportion of employee recommendation in the enterprise recruitment channels is too large, the recruitment audience is reduced, intensifying the nepotism within the enterprise, and even produce some other unfair recruitment phenomenon, at the same time, the company can choose a smaller range, it is difficult to select high-quality talent.

3.3. The recruitment process is not set up scientifically, and the interview examiner team lacks professionalism

The project department of XD Company has only an interview session during the selection process, and there is no written test content, which makes it impossible for the company to know the degree of knowledge storage and professionalism of the candidates. When the company conducts the interview, it usually asks questions mechanically according to the question bank, and its questions are mostly subjective, which cannot effectively distinguish the level of candidates, and there are no quantitative scoring standards and scoring guidelines, and the scoring is only based on experience and feelings, and the final score cannot be separated. There was no professional recruiter to guide the interview process, and the personnel specialists involved in the interview were all employees of the company's personnel department, and none of them were human resource management majors, so they lacked professional evaluation. In addition, XD company in all recruitment channels, the proportion of employee recommendations is large, which makes the company managers and personnel specialists are often subject to the influence of interpersonal relationships, and there is a certain arbitrariness and blindness in the recruitment, which leads to unfairness in the recruitment process from time to time.

3.4. Long and difficult recruitment cycle

When XD's project department was recruiting, not many people actually applied for the job and there were exact age limits, which greatly increased the difficulty of recruitment. In addition, the recruitment process seems simple, but in

practice it is very time-consuming and inefficient. Every year, the company recruits now, but the HR department always counts the number of people to be recruited once a year in order to save time and effort, so that some businesses have already started without arranging enough employees. The company also has many processes that need to be reviewed and approved in the recruitment process, and because of the low importance that business managers attach to recruitment, they are influenced by other business needs and are unable to respond to and process recruitment approvals in a timely manner, which also slows down the recruitment process. In addition, the number of people needed to be recruited for XD's project department is not high, but the completion rate is not high, and the completion rate of the engineering department only reaches 66.67%, which shows that there are still job vacancies in XD, which will further affect the normal operation of the company's business and increase the workload of other employees in the company.

4. Suggestions for Countermeasures to XD's Recruitment Problems

4.1. Improve the importance of employment for enterprise management

4.1.1. Establishing the correct concept of human resource management

Today's competition among enterprises is ultimately a competition for talent, and the importance of recruitment as a key link in acquiring talent is self-evident to the development of the company. [3] Company management must truly recognize the work of human resource management from the heart and pay attention to the importance of recruitment. Company managers should change the concept of human resource management and recruitment, open up and improve their own thinking, recognize its importance from the strategic point of view of company development, integrate human resource management into the long-term development of the company, establish the correct concept of recruitment, and aim at recruiting people who are suitable for the needs of the position, not just to recruit more people.

4.1.2. Strengthen financial support for recruitment

The company basically does not invest enough money for recruitment work and does not arrange corresponding incentives, so the recruitment work in many aspects do not have sufficient room for development. Most of the company uses the recruitment channel of employee recommendation, in order to better make the channel work and mobilize the enthusiasm of employee recommendation, the company should give rewards to the employees who participate in the recommendation, recommending the successful and other situations at different levels, for example: each successful recommendation of an employee can be rewarded 100 yuan, so as to get more people for the company in recruitment. In addition, the company should not belittle the recruitment work and deduct the recruitment cost, as business development is important, but only through recruitment to attract sufficient and excellent talent, can the business be better developed. The company's HR department should budget the recruitment cost reasonably and have it reviewed by the management, who should also allocate sufficient funds to provide proper financial support according to the situation.

4.2. Improve the recruitment system to improve the match between people and jobs

4.2.1. Improve the recruitment team and improve the quality of recruiters

The team members involved in the recruitment of the company's project department have low professionalism and have not received professional training and study before joining the company. Therefore, on the one hand, the company can organize personnel department personnel to go to relevant institutions to further study some systematic knowledge and theory, so as to improve the level of recruitment, improve the ability of the recruitment team to deal with recruitment issues, so that the company can establish a better image in recruitment. On the other hand, the company can recruit or deploy some people who have studied human resource management related professions to be in charge of recruitment work, and use their specialized knowledge and relevant abilities to give guidance and urge them to correct the problems and deficiencies in recruitment work when they are involved in the recruitment process of the personnel department.

4.2.2. Improve the efficiency of the use of recruitment channels

Nearly more than half of the personnel in the project department of the company are recruited through staff recommendation, while the utilization rate of other recruitment channels is low, and the traditional recruitment concept limits the scope and space of recruitment. On the one hand, the recruiter should set up an innovative consciousness, use more recruitment channels, analyze the recruitment demand scientifically according to the characteristics of the position, so as to choose a reasonable recruitment means. On the other hand, recruiters should make in-depth use of recruitment channels, and for choosing staff recommendations, such as when using WeChat platform, choose a good time to release recruitment information. For the local talent market, we should strengthen the two-way communication with the talent market, and we should proactively understand the talent information in general. For the recruitment website, we should seriously learn the skills of using online recruitment platform to recruit staff, make it clear that different recruitment platforms are suitable for recruiting positions, learn to set keywords, update recruitment news regularly, and pay attention and feedback in time.

4.2.3. Standardize recruitment standards and processes

The company project department wants to recruit more excellent talents, improve the quality of recruitment and make the personnel better adapted to the development of the position, first of all, it needs to do scientific analysis of each position, and make effective and timely communication with the person in charge of the position to clarify the recruitment needs. Secondly, the company needs to develop the corresponding perfect recruitment standards, and make clear the main and secondary points of these recruitment standards. Recruiting specialist should make the recruitment standards throughout the recruitment process, especially in the screening of personnel, according to the recruitment standards, scientific and standardized selection of suitable talent. Finally, for the recruitment of the interview process, the interview questions should reflect the professionalism as much as possible, the personnel specialist should choose the appropriate test, and the interview selection results quantified,

as far as possible to reduce the influence of subjective factors and interpersonal relationships of the recruiter, should make the results of the interview selection more fair and just, and timely public. While standardizing the recruitment criteria and process, attention should also be paid to avoid dogmatization, ignore flexibility, and strengthen two-way communication and exchange between candidates and interviewers.

4.3. Valuing recruitment evaluation to improve the company's attractiveness to personnel

4.3.1. Improve recruitment assessment

It is important to do a good recruitment assessment to improve the quality and efficiency of recruitment in XD's project department. The company's assessment of recruitment can be analyzed from the following three aspects. Firstly, in terms of quantity, it is important to understand whether the number of recruited personnel meets the requirements of the company's project department, so as to analyze whether the job information released is effective and to understand how much the company is attractive to talents. Secondly, in terms of time, managers should simplify the approval process of recruitment, and personnel specialists should do a good job in preparing for recruitment and improving the efficiency of interviews. In the whole recruitment process, the vice president of the company, as the person in charge of recruitment, should perform the supervisory duties and supervise the recruitment work of the personnel specialist with the recruitment system stipulated by the company. Finally, the quality of the new employees recruited can directly reflect the quality of the recruitment in terms of how well they fit the position. The company should do a good job in recruiting at the same time, after the recruitment in time to understand the new employees to adapt to the situation, interpersonal relations and other aspects, in the humanistic care of employees at the same time to further understand the effectiveness of recruitment.

4.3.2. Optimize salary and benefits and incentive mechanisms

For the lack of competitiveness of the company, want to attract and retain talent, on the one hand, it is necessary to provide a visual development space for outstanding talent. Therefore, on the one hand, the company should improve the promotion system, promotion and promotion should be fair and open, and the process and results should be publicized in a timely manner, so that excellent employees can be promoted through their own efforts, and give employees the space to rise, such as: the promotion process and reasons for each staff should be publicized in the LED display in the lobby. On the other hand, a good welfare package is more attractive to relevant talents. The company should improve the performance evaluation system on the original basic salary, improve the effectiveness and fairness of the performance evaluation, put the performance evaluation into practice, give certain rewards to the employees who complete the maintenance work and engineering tasks in priority, and give extra bonuses to the employees who complete more maintenance mileage and engineering task volume. In terms of subsidies, the company should give extra compensation to the employees who remain at their posts during holidays and vacations, and employees should have more subsidies and rewards for special weather in the process of highway maintenance operations and engineering construction, in addition to the statutory subsidies.

5. Conclusion

The development of the company can not be separated from the talent, in the era of rapid development of mechanization, the requirements for the professionalism of maintenance engineering employees are also increasingly high, for the project department of XD company with less competitive advantage, it is very important to ensure the effective recruitment and retain the talent. Based on the above analysis, the company should optimize the path from all the links before, during and after recruitment, so as to lay a solid foundation for the guarantee of talents for the development of

the company, and also dedicate to accelerate the high-quality development of our country.

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