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Improving human resource recruitment: Theoretical basis

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Abstract

The article presents basic issues about human resource recruitment, including concepts, roles, processes, and influencing factors. These are important theoretical and practical bases for conducting in-depth research related to reality in Vietnam.

Keywords: human resource management, recruitment, selection, theoretical analysis

1. Introduction

1.1. Concept, meaning, role and goals of human resource management

Human resources are one of the main resources, besides other resources such as physical resources, financial resources and information resources, that businesses can use in the production and business process. Human resources, compared to other input resources of the enterprise, play the most proactive and important role because it determines the effectiveness of using the remaining resources.

Human resources, or in other words, the human resources of an organization are formed on the basis of individuals with different characteristics, personalities, behaviors, roles, personal goals and development potential. . These individuals are linked together to achieve the common goals of the organization. People can build and form an organization, and they are the same people who can destroy an organization. Therefore, human resource management is both an opportunity and a challenge for any business. Human resource management always has a positive or negative influence on the formation, development and implementation of a company's strategy and plays the most important role in achieving organizational goals.

The importance of human resource management has increased dramatically around the world in recent decades as the level of employee capabilities has improved and the level of technical equipment has become more modern; Work is increasingly complex, diverse and job requirements are increasing; Most businesses struggle with economic downturns and meeting the growing needs of their employees. Especially in transition economies, where products are planned, people are used to standing in line when shopping, managers have no idea about business management. As a result, they are unable to make decisions, unable to accept risks, and work simply as administrative staff. The application and development of human resource management is considered one of Key points of management reform.

1.1.1. Functions of human resource management

Human resource management activities relate to all issues related to the rights, obligations and responsibilities of employees to achieve high efficiency for both the organization and employees.

In practice, these activities are very diverse, rich and very different depending on the characteristics of organizational structure, technology, human resources, finance, and development level in the organizations. Almost all organizations must perform basic activities such as: determining employee needs, planning recruitment, staffing, training, rewarding and disciplining employees, paying salaries, etc. .. However, the main activities of human resource management can be divided into the following three main functional groups:

1.1.2. Functional groups attract human resources

This functional group focuses on ensuring there is a sufficient number of employees with appropriate qualities for the work of the business. To be able to recruit the right people for the right job, businesses must first base on their production and business plans and the current situation of using employees in the business to determine which jobs need to recruit more people.

Performing a job analysis will reveal how many employees a business needs to hire and what the standard requirements are for candidates. Applying recruitment skills such as testing and interviewing will help businesses choose the best candidates for the job. Therefore, the recruitment function group often has the following activities: human resource forecasting and planning, job analysis, interviewing, testing, collecting, storing and processing information about the company's human resources enterprise.

1.1.3. Human resource training and development functional group

This functional group focuses on improving employee capacity, ensuring that employees in the enterprise have the necessary skills and qualifications to successfully complete assigned work and create conditions for employees to Maximize personal abilities. Businesses apply career guidance and training programs for new employees to determine the actual capabilities of employees and help employees become familiar with the business's work. At the same time, businesses often make plans to train, coach and retrain employees whenever there are changes in production and business needs or technological and technical processes. The training and development function group often carries out activities such as career guidance, coaching, and practical skills training for workers; Training to improve skills and update management and technical knowledge for managers and professional staff.

1.1.4. Functional groups maintain human resources

This functional group focuses on maintaining and effectively using human resources in the enterprise. This functional group includes two smaller functions: stimulating and motivating employees and maintaining and developing good labor relationships in the enterprise.

The stimulation and encouragement function involves policies and activities to encourage and motivate employees in the enterprise to work enthusiastically, enthusiastically, with a sense of responsibility and complete work with high quality. . Assign employees highly challenging jobs, let employees know the leader's assessment of the level of completion and the significance of the employee's job completion to the business's operations, Paying high and fair salaries, promptly rewarding individuals with initiatives, technical innovations, contributions to increasing production

and business efficiency and enterprise reputation, etc. are effective measures. to attract and maintain a skilled workforce for the business. Therefore, build and manage the salary scale system, establish and apply policies on salaries, promotions, discipline, bonuses, benefits, allowances, and evaluate the ability to perform the work of employees. Motivation is the most important activity of the stimulating and motivating function.

The labor relations function involves activities to improve the working environment and work relationships such as: signing labor contracts, resolving complaints, labor disputes, and employee relations. , improving the working environment, health care, insurance and labor safety. Handling the labor relations function well will not only help businesses create a collective psychological atmosphere and good traditional values, but also make employees satisfied with their work and the business.

1.2. Overview of human resource recruitment

1.2.1 Concepts, goals and roles of human resource recruitment

1.2.1.1 Concept

Recruitment, the first function of the human resource management process, is the premise for the human asset management process in businesses, and is an important factor determining the quality of human resources and competitive advantage. of the enterprise through the productivity and labor efficiency of employees with the best qualifications, characteristics, values, personalities and the desire to contribute to the overall success of the team. Recruitment can be defined as follows:

"Human resource recruitment is the process of evaluating candidates according to many different aspects of job requirements, to find the most suitable person among the candidates" (Perfect Management, Boleslaw Rafal Kuc).

"Human resource recruitment is a process that includes two steps: recruitment and selection. Recruitment is the process of attracting candidates from many different sources to register and apply for jobs. Recruitment is again is the decision to choose among the candidates, who meets all the standards to be able to work for the company" (Human Resources Manager, Nguyen Huu Than)

"Recruitment is the process of finding and selecting human resources to satisfy the organization's needs and supplement the necessary workforce to achieve the organization's goals" (Human Resources Management, Tran Kim Dung). This viewpoint believes that the goal of recruitment is to satisfy the organization's human resource needs and supplement the workforce to achieve the organization's overall goals. Recruitment is considered an important decision. The most important thing is to help organizations in the future have a team of qualified workers who can meet job requirements and improve production and business efficiency.

Human resource recruitment is the process of attracting qualified job applicants from the social workforce and forces within the organization and evaluating and selecting among them those who meet the job requirements. and consistent with the organization's orientation for using human resources. Human resource recruitment includes the following two consecutive stages:

Human resource recruitment: is the process of attracting workers with knowledge, skills, experience and characteristics consistent with job and organizational requirements, to participate as candidates for job positions of

the company organization. Attracting candidates is the first step in ensuring human resources for the organization, and is a necessary condition for the success of human resource recruitment.

Human resource selection: is the process of screening candidates in many different aspects based on job requirements, to get enough and the right people most suitable for job positions to meet performance requirements. work as well as the organization's human resource goals. Depending on the position to be recruited and the characteristics of each organization in terms of size, business operations, and financial potential, organizations develop specific screening steps. However, candidates who want to be recruited must meet the requirements through all selection steps

1.2.1.2. Objectives and roles

a) Target

The goal of recruitment is to hire the right people for the right job and meet the required deadlines. In other words, businesses need to build a recruitment and selection process to ensure they choose people who meet the requirements of expertise, capacity, fit the corporate culture and have the desire to contribute to the company's success. overall success of the business. Enterprises that carry out the recruitment process seriously, professionally and methodically can be considered halfway there. to achieve success. An effective recruitment process needs to be practical:

- Originating from business planning and human resource planning process
- Select highly qualified people to ensure productivity and efficiency for current work and potential for future development.
- Select people who are honest, disciplined, have characteristics and personalities suitable for the job, corporate culture and long-term commitment to the organization.

Recruitment creates new vitality for businesses based on the continuous movement of human resources internally, from inside to outside and vice versa. Recruitment has a direct impact on changing the structure of human resources in the organization due to changes in tasks and scope of work in the organization, and at the same time helps administrators make important decisions have an impact on the achievement of organizational goals:

- Make the most accurate and timely business and human resource decisions
- Recruit people with appropriate knowledge and skills to serve the future development of the business
- Reduce costs (less costly later and during training and retraining) and avoid risks (due to personnel not being fully qualified to perform assigned tasks) during the process work execution process.

The necessary work to do before carrying out recruitment is to determine the need for human resources in the company. The need for human resources may arise or increase in cases where employees leave their jobs, especially key personnel, or new jobs arise that are seasonal or parallel to the development process business development. It is necessary to consider whether the business needs to recruit new employees or not by conducting some surveys and analyzing answers to the following questions:

- Will current employees negotiate new jobs or jobs performed by departing employees?
- If additional training is provided, will current employees be able to take on these new jobs?
- If we increase the working hours of current employees, will this new job be possible?
- If not, can we hire more outside workers and at what cost?
- If recruiting new people, should businesses use internal or external candidate sources and which recruitment channels should they use?

b) Role

▪ For organizations

Ensuring enough human resources to operate the organizational structure: Recruitment helps the organization satisfy labor needs in both quantity and quality, supplementing human resources in accordance with the requirements and development of production and business activities. organization's business.

Contribute to attracting talent, improving the quality of human resources and enhancing competitiveness through the organization's human resources: Effective recruitment will help the organization have a team of human resources suitable to its operational requirements. production and business activities of the organization, especially those with high capacity and expertise, help improve the organization's competitiveness. In the current context of globalization, competitive pressure always pushes organizations to develop human resources for quality and efficiency. Effective recruitment helps organizations develop human resources, successfully implement production and business goals, with competent and qualified human resources to complete assigned tasks.

Save time, re-hire costs and additional training. Because when recruitment activities are done well, it helps businesses reduce the burden of time and costs due to having to re-recruit and additional training because they cannot find the right person who is truly suitable for the job, as well as avoid Risks of damage during work performance. Recruit people who are truly passionate about the profession and tend to stick with the organization for a long time, avoiding the situation of having to constantly recruit new personnel, which costs businesses time and effort to get new employees acquainted. work and integrate into the cultural elements of the business,...

Contribute to enhancing social exchanges and promoting the image of the organization. Through communication activities in recruitment, organizations have many exchange activities, sharing and promoting the image of the organization in the labor market. Helps businesses develop their brand and reputation in the market.

▪ For workers

Employment opportunities for employees: Effective recruitment helps truly capable employees work and do jobs that suit their abilities, qualifications, strengths and personalities. This contributes to job satisfaction, thereby motivating employees.

Create opportunities to experience and evaluate the suitability of personal abilities: Good recruitment activities will recruit people to positions that match their abilities and interests. From there, it will create opportunities for employees to develop their full potential, assert themselves, have the

opportunity to develop their capacity and status, and gain the trust of the organization.

Create opportunities to bond with the organization: Effective recruitment is also the first step in creating a foundation to bond selected candidates with the job and the organization. There is no second chance to regain a first impression, so recruitment is considered the first step to creating an impressive and good image for employees. Effective recruitment will create satisfaction, trust of employees and their loyal attachment to the organization. They will feel more secure when working and will want to stick with, contribute and work long term with the organization. Limit the rate of quitting jobs and transferring jobs to other organizations.

Effective recruitment activities will create more fairness for employees, create competition among candidates, thus motivating them to strive.

Actively participate, choose and establish labor relations with the organization. Employees can actively participate in recruitment activities conducted by the organization and officially become employees of the organization when establishing a labor relationship with the organization.

▪ For society

Recruitment activities of organizations will contribute to reducing the unemployment rate throughout society. Helping unemployed workers and students and graduates of universities, colleges, training and vocational centers find suitable jobs.

Good recruitment helps the organization's production and business activities proceed smoothly, achieve high efficiency, and save costs and time for the organization. From there, the organization will grow stronger and stronger, contributing to the economic development of the country.

Recruiting good human resources creates fairness and healthy competition in the labor market. Contribute to promoting self-effort to improve the qualifications, skills and abilities of the labor force in society.

Effective recruitment brings social value when providing employment opportunities for workers. An accurate recruitment decision will help them find a job to develop their abilities, increase their income and contribute to stabilizing their lives and that of their families. Moreover, recruitment in organizations helps the Government realize important socio-economic goals such as: creating jobs for workers, reducing the burden of unemployment and social evils. other, creating income to ensure a living for workers, contributing to the development of the labor market and contributing to the development of the economy.

1.2.2. Human resources recruitment sources

1.2.2.1. Internal source

Reality shows that in most businesses, whether large or small, there is always a situation of both a shortage and an excess of human resources, so human resource recruitment needs to be carried out continuously. In general, businesses have two sources of human resource recruitment: internal candidate sources and candidates from the external labor market. Both of these recruitment sources have certain strengths and weaknesses. Depending on the job position, job characteristics, required professional qualifications, recruitment budget, corporate strategy, human resource management philosophy of the company..., businesses can choose a of the above two forms or combine both forms to

take advantage of their strengths and eliminate their shortcomings.

Recruiting internal resources is also a form of rearranging human resources to overcome the situation of both lack and excess of human resources in the organization. Internal recruitment is carried out publicly, with clear standards for all candidates from within the business. The form of internal recruitment and its advantages have been recognized and put into use by corporations such as SAS, IBM, General Foods or Procter&Gamble to ensure their employees have opportunities for career development and engagement. Stick with the company, foster a strong culture and minimize staff fluctuations. The following are the advantages and disadvantages of recruiting from internal candidate sources.

a) Advantages of recruiting from internal candidate sources

- Employees have been tested for their loyalty, sense of responsibility and working attitude over a certain period of time.
- Integrate quickly, because employees have work experience and understand the company's culture and current working environment.
- The organization has enough information to evaluate candidates.
- Create widespread competition among employees, making it possible for everyone to seek better advancement opportunities for themselves within the company without having to change jobs.
- Fast and inexpensive recruitment costs.

b) Difficulty of recruiting from internal candidate sources

- If you are a small and medium-sized enterprise, the internal labor market will be very limited and therefore it will be difficult to find talented people for the necessary key positions, especially when the business is in the development stage. develop.
- Internal promotion can cause stiffening and sclerosis because employees are used to old employees, with working styles that have not changed from the past, making it difficult to create necessary innovations.
- Candidates who run for needed positions but do not qualify may cause factionalism, discontent and uncooperative attitudes towards new leaders who were previously just colleagues.
- For an organization that is expanding its scale, internal supply will become in short supply. It leads to employees being promoted when they are not ready to work in the new position because they have not been in the old position long enough to have enough experience.
- Creates a ripple effect. That is, when a vacancy is filled from within, a second vacancy is created and if this new vacancy is also filled from within, another vacancy will occur.
- Curb workforce diversity within the organization.
- Bias may occur
- Good candidates may be retained by supervisors instead of promoted to another position.

c) Some methods of recruiting internal candidates

- The method of attraction is through recruitment notices, which are notices about job positions that need to be filled. This announcement is sent to all employees in the

organization. This notice includes information about job duties and qualifications for recruitment.

- The method of attraction is through the introduction of employees in the organization. Through this information channel, we can discover people with the right abilities to meet the job requirements, specifically and quickly.
- The attraction method is based on the information in the "Skills List" that organizations often create about each individual employee, stored in the organizations' human resources software. This table often includes Information such as: current skills, educational level, past work history, professional experience and other factors related to the personal qualities of the workers being recruited.

1.2.2.2. External source

a) Advantages of recruiting from internal candidate sources

- Rich and diverse in quantity and professional qualifications compared to internal candidate sources and easy to search and attract.
- External candidates can bring new ideas and new ways of working to the business, creating new opportunities for the business.
- Because the external labor market is extremely rich, diverse, and larger in both quantity and quality, finding people suitable for the job at the vacant position will be more convenient.
- The province is more objective when recruiting a completely unknown candidate from the outside, then we can evaluate the candidate without relying on emotional factors.
- These are people equipped with advanced and systematic knowledge. These people often have a new perspective on the organization. They have the ability to change the organization's old ways without fear of reaction from people within the organization.
- Avoid psychological conflicts such as dividing factions and causing conflicts between old people.
- Avoid the confusion that comes with the ripple effect.
- Change the quality of labor. Meet new goals and cope with rapidly evolving needs.
- Training costs can be saved by hiring experienced employees from other companies, thus minimizing the need for comprehensive training and development programs.

b) Difficulty of recruiting from internal candidate sources

- The recruitment process from external candidate sources is often more costly and time-consuming than the internal recruitment process.
- New employees take a lot of time to integrate into the work and company culture.
- It is difficult to measure a candidate's long-term commitment to the business because it takes a period of time for testing.
- Many times, external candidates are introduced by employees at all levels of the business, based on acquaintances such as friends, relatives or relatives. In this case, it is difficult to avoid evaluating candidates based on emotions.
- It costs money and time to recruit (because the external market is larger and more difficult to access than internal sources) and guide employees to adapt to the new

environment.

- Too much external recruitment will discourage or frustrate current employees because it minimizes their opportunities for advancement within the organization.
- It takes time to determine the strengths and weaknesses and honesty of new employees.
- Market competition on the type of candidates needed.
- New employees may be good at their profession, but the possibility of job-hopping is also very high if there is not a good regime to maintain human resources if they want to hire for a long-term basis.

To find suitable candidates from outside the business, we must first analyze the labor market that provides the source of candidates for the business. It is necessary to analyze the domestic economic situation in general and the labor market conditions of each locality in particular. In particular, it is necessary to carefully consider the market's supply capacity for senior personnel or some special professions requiring high experience and qualifications. Typically, the higher the unemployment rate, the more abundant the candidate supply. However, this is not true for the high-end labor segment in developing countries. In Vietnam, many key positions in businesses and organizations are still left open, even for a long time, due to not being able to find suitable personnel. In addition to the objective factors that affect the effectiveness of recruitment mentioned above, it is also necessary to consider subjective factors that make it possible or impossible for us to recruit a suitable labor source for our business. That is the attractiveness of the job that needs people and the attractiveness of the business itself, state regulations, current human resources policies, financial capacity and organizational culture of the business. Karma. To be truly successful in external recruitment, careful planning is required. Clearly identify the position to be recruited. Enterprises can calculate the recruitment start time using the formula:

$$TCM = TSD - T1 - T2 - T3$$

In which: TCM is the time to start recruitment activities
 TSD is the time when it is necessary to use employees.
 T1 is the time required to collect documents.
 T2 is the time needed to select candidates.
 T3 is the time needed to train employees to get used to the new working environment.

c) Channels to attract candidates from outside

Depending on the recruitment purpose, recruitment position, recruitment budget... businesses can use one of the following recruitment channels or combine many of the following recruitment channels to attract candidates:

- *Advertising* is a very effective form of attracting candidates, especially for large businesses. Advertising can be done through channels such as television, posters, banners, and posting on the Internet. For television channels, attention should be paid to the frequency of appearance, time and duration of advertising, and form of advertising.
- *Cooperating with job supply and placement companies*, businesses can use this recruitment channel when they do not have their own human resources department or the human resources department has difficulty or is ineffective in recruiting staff new pill.

- *Using the services of a job introduction office*, businesses use it when they need to urgently recruit a large number of unskilled workers.
- *Recruiting students directly from universities, colleges, vocational training establishments*, large organizations and businesses often choose a number of reputable universities as a source of suitable candidates. Very potential employees, easy to train and train according to the company's own cultural orientation. Businesses can find talented candidates through sponsorship programs in forms such as sponsoring universities: awarding scholarships to students, sponsoring scientific research projects, and awards.
- *Headhunting company*, for leadership, senior management positions or particularly scarce job positions, businesses can ask a headhunting company to assist in finding human resources.
- *Online recruitment*, this is a recruitment channel that is widely used in today's digital technology age. Large companies often build a separate website for recruitment. New vacancies are regularly posted on the website and candidates can apply directly if they feel suitable. For candidates who are interested or intend to work for the company, but do not have a suitable job position, they can submit their resume directly on the website to search for future jobs.
- *Other forms of recruitment*, including cases where candidates are appointed by local authorities (in the case of state agencies or companies) or introduced by employees in the company, candidates come to apply themselves job.

1.3. Human resource recruitment process

Step 1: Prepare for recruitment

This is the first step and also an important step in the recruitment process, this step determines whether you are successful or not. The more specific, detailed and reasonable you are in your preparation, the easier and more effective it will be. In other words, the step of preparing a recruitment plan is like a foundation, a stepping stone to create momentum for the next recruitment steps. Even the smallest tasks such as recruitment time, candidate requirements, recruitment announcements, job descriptions, etc. require careful and detailed preparation. To stimulate and increase attractiveness and attract excellent candidates, employers should carefully prepare an introduction about their company, explaining it briefly, attractively and fully with information. The most important information about the company, culture, and people. Employers should pay attention to one point: they should not say things that are not true, documents for candidates such as requirements for qualifications, knowledge, skills, qualities and characteristics. After the recruitment announcement was posted, many candidates came to submit their applications. Employers need to receive all of these records, avoiding cases of omission or prioritizing records of related people. However, not all resumes will match the job requirements, not to mention many candidates submit large resumes even though the job position is not suitable for them. The stage of selecting candidate profiles is extremely important. Employers should base on the job requirements and candidate's profile in terms of experience, qualifications, qualifications to select a number of profiles. Fit. This step requires employers to be transparent and fair.

Each business may have different requirements related to the application documents that candidates need to submit to be considered for admission. In general, applicants for employment must submit the following documents: handwritten or typed job application, curriculum vitae with local certification (some recruitment units may require an additional curriculum vitae). law), health certificate, diplomas and relevant certificates, 3*4 photos (or 4*6, usually require photos taken no more than six months ago). Nowadays, each business often has its own profile form for each type of candidate for different positions and jobs. State agencies have common application forms for each position and different quotas. Applications will be carefully reviewed by the recruitment committee to eliminate candidates who, in their opinion, do not meet the requirements. The Council reviews applications from the perspective of: educational level, previous experience, work history; convergence skills; health; temperament, morality, attitude, aspirations to select qualified candidates to move on to the next round.

Step 4: Preliminary interview

After filtering the applications, the employer schedules interviews and contacts selected candidates. This helps employers review and reassess whether the candidate's qualifications are suitable for the job or not. In this process, the employer will ask questions to exploit the candidates' abilities, potential and skills. After screening a number of unsatisfactory candidate profiles, the next step is a brief personal interview of 5 to 10 minutes to eliminate candidates whose skills have not been discovered when studying the profile. Their abilities or qualities are not suitable.

Step 5: Test multiple choice

Multiple choice tests will help employers accurately assess the actual professional level of candidates. Employers can test IQ, test foreign languages, and test specialized knowledge. From there, finding excellent candidates is a process that requires employers to monitor closely and fairly. After screening through two stages of profile research and preliminary interview, followed by multiple choice tests to evaluate candidates in terms of expertise related to basic knowledge and skills. Necessary skills and attitudes for the job; test memory, logical thinking ability and intelligence; Test your ability to perform the job through sample jobs.

Step 6: In-depth interview

In-depth interview to once again confirm the candidate's capacity and working ability. This interview aims to evaluate the candidate again and in more detail from the perspective of: knowledge, experience, qualifications; Personal characteristics include spirit, personality, attitudes, interests...; the ability to get along with the environment and integrate into the organizational culture; Other personal qualities suitable for the business.

Step 7: Verify the investigation

This step is intended to shed more light on what the hiring committee is unclear about about good prospects. This step can be done through, for example, contacts with friends and former teachers, as well as approaching the candidate's colleagues or leaders at previous workplaces. Forensic verification is often required for high-security jobs, such as key positions in government agencies or at large private enterprises.

Step 8: Health check.

Health is very important, because if the candidate is not healthy enough, it will not be possible to complete the task well. Therefore, to avoid trouble, before hiring a person, it is necessary to check their health to see if they are suitable for the current job. However, in reality, only some occupations such as the military, police, and hazardous occupations that negatively affect health (miners, welders, construction workers) require health examinations. Other professions only require a doctor's certificate of health to be submitted along with the job application.

Step 9: Make a hiring decision

Making a hiring decision is a very important stage in the recruitment process. Decision-making responsibility usually does not belong to one person, and is often agreed upon by hiring committee members. The recruitment council needs to consider the following factors when conducting recruitment work:

- Candidates who have the ability to do the job well (knowledge, skills) but lack stimulating factors (motivation, interests, aspirations) will also do the job poorly.
- For some jobs and due to their unique nature, the candidate's qualities, attitude and personality can play a pivotal role in performing the job well.
- The recruitment council needs to clearly define the evaluation criteria by assigning points for each criterion. The candidate with the highest total score will be selected. In addition to the above objective quantitative assessments, qualitative assessments based on the feelings of each board member must also be added.
- Steps in the recruitment process can be added or removed depending on the nature of the job, allowable budget and qualifications of the recruitment committee.

In addition, after selecting the best candidates after the selection and interview round, the candidates will be accepted into the probationary period. This is one of the difficult periods with many challenges for candidates to demonstrate their abilities. Employers should closely monitor candidates' probationary process and then make final decisions. Employers make decisions after a trial period of candidates. When officially recruited, they will become company employees and then the two parties will officially sign a contract, and the employer needs to answer new employees' questions about the most basic information related to the job regarding employees. After completing the steps, there needs to be a meeting to discuss and reevaluate the entire recruitment process. What has been achieved as the initial goal, what has not been achieved needs to be supplemented or have necessary additional plans.

Step 10: Arrange work

The final step is for the business to arrange and arrange job positions for newly recruited human resources. It is necessary to appoint and assign people to support and supervise newly recruited human resources. At the same time, businesses need to pay attention to the issue of "new ghosts - old ghosts" of unhealthy competition internally.

1.4. Factors influencing human resource recruitment**1.4.1.1 Group of factors within the organization****▪ Senior leadership perspective**

Leadership's perspective greatly affects the number of

recruited human resources and the quality of the organization's human resource recruitment work. This is a decisive factor in the success of human resource recruitment. If administrators realize the importance of human resources in the organization and value people, they will certainly focus on orientation and investment in human resource recruitment. From there, employers will take many measures to attract and screen talented people for their organization. If leaders only hire employees who are worse than themselves, the organization will operate ineffectively. Leaders must see the role of human resource recruitment in an organization, thereby having the right attitude in recruiting workers, avoiding the phenomenon of favoritism. Leaders also need to create a comfortable atmosphere so that candidates can be confident and reveal all their actual personal abilities, only then can the recruitment work be of quality.

▪ Organizational development goals and strategies

In reality, when conducting all activities of the organization in general and for human resource recruitment in particular, administrators must base it on the goals and development strategies of the organization. Each organization has its own mission and goal, and all activities are conducted to pursue that goal. To pursue that goal and strategy, departments must base on that to arrange work and human resources accordingly. Therefore, human resource recruitment also depends on each department and each type of goal to plan and implement the recruitment plan properly.

▪ Prestige and position of the organization

The general psychology of workers is that they want to work in a professional environment, have opportunities for advancement, are less threatened with losing their jobs, and have the ability to develop their talents. This is a factor that greatly affects the attraction of candidates and the quality of candidates for recruitment. Reality has shown that when organizations with positions and reputations post recruitment advertisements, the number of job applications from quality candidates is often high, because reputable organizations give candidates confidence and working in the organization becomes the desire of any candidate to assert themselves.

▪ Financial capacity and level of financial investment of the organization

An organization's financial potential determines its recruitment strategy. This source of costs will determine the organization's recruitment strategy such as costs for advertising, entrance exams, etc. Organizations with large financial capacity will be willing to invest large costs to build a human resource recruitment process to achieve the highest efficiency. At the same time, organizations with financial potential will also be able to afford high salaries in the market. Because the organization is aware of the interrelationship between salary and the employee's level of contribution to the organization. Organizations and businesses that pay high salaries and have many forms of employee remuneration will be able to attract many good candidates, stimulate workers to work enthusiastically, enthusiastically, actively, and creatively, thereby bringing greater benefit to the organization. On the contrary, in some organizations with limited financial capacity, investment costs for recruitment are limited, making recruitment difficult, leading to low efficiency. This means the ability to attract talented people is limited. Therefore,

organizations need to focus on financial investment in recruitment activities and issues related to human resources within the organization to attract and retain talent to ensure sustainable development.

▪ **The organization's human resources policies**

Human resource policies in the organization and how those policies are implemented always attract the attention of candidates and greatly influence their choice. In particular, candidates with high qualifications and capabilities are always interested in human resource policies and tend to choose more carefully before officially applying. Therefore, to attract many candidates with good quality and ability, organizations need to implement human resource policies well. Developing human resource policies often depends on the organization's development goals and strategies. Human resource policies in the organization such as human resource use, human resource training, job performance evaluation, remuneration, labor relations, and insurance all greatly affect human resource recruitment. Correct and reasonable human resource policies not only help administrators run the organization effectively but also ensure the rights and expectations of employees, thereby affecting the reputation and position of the organization. Organization and leads to an impact on human resource recruitment. If workers are provided with a friendly working environment; Pay labor remuneration linked to job performance capacity to ensure advancement and development for employees who have made many contributions to the organization; are given the conditions to develop their strengths,... they will do their best to contribute to the business, helping the business expand its market share, enhance its reputation and position in the market, and help the business work. Recruitment is more favorable. On the contrary, if human resource management policies are unreasonable or not implemented well, they can reduce the reputation and position of the business, leading to certain difficulties in recruitment.

▪ **Capacity of the apparatus responsible for recruitment**

A recruitment process is reasonable but the person implementing it does not have sufficient expertise and qualifications, so performing it mechanically will not lead to high efficiency. On the contrary, if the staff working in human resource recruitment at the organization has high professional qualifications, experience, capacity, and ethics, the organization's recruitment work will have better quality. .

▪ **Regarding the coordination of management levels in the organization**

When management levels in the organization participate in coordinating or directly planning recruitment, it will always have a positive impact on the effectiveness of recruitment and vice versa. Furthermore, the trend of current candidates is to want to apply for more jobs at branded businesses. Therefore, to attract talented candidates, managers at all levels need to work together to build their own reputation and brand for the organization. Thanks to having a brand in the market, the organization's recruitment process will be more convenient, saving time and recruitment costs, attracting and retaining potential candidates. If management levels know how to coordinate well in recruitment, have an attitude of respecting talented people, and use many measures to attract talent, talented employees will be found. On the contrary, it will lead

to inefficient businesses. Thus, management levels must have coordination, serious attitude, and importance to improve the efficiency of recruitment work, avoiding waste of time and finance of the enterprise.

▪ **Corporate culture**

Corporate culture is the behavioral standards that all employees in the organization follow, a system of spiritual and material standards, regulating the relationships, attitudes and behaviors of all employees. All members of the business aim for good values, creating individuality and uniqueness. Corporate culture is also a lasting strength and a competitive advantage for businesses, expressed through the strength of human resources, products and services of the business. Research results show that a strong corporate culture has a positive effect on attracting candidates and improving business performance. A business with a good working environment and meeting working conditions for employees will attract many recruitment candidates. At the same time, recruiting the right people is more than half of the job of building and nurturing corporate culture.

1.1.4.2. Group of factors outside the organization

▪ **Labor market characteristics**

The relationship between labor supply and demand in the market directly affects the number of candidates participating in recruitment to businesses. If the labor supply in the market of the industry being recruited is greater than the labor demand, then businesses will have more opportunities to choose. On the contrary, if the demand for labor is greater than the supply of labor, it will cause a shortage of human resources and from there, businesses will have more difficulty in recruiting. Therefore, businesses must choose appropriate recruitment methods based on the type of labor the organization is recruiting, ensuring cost savings and high efficiency. In the labor market, the proportion of young workers of working age is decreasing due to the decreasing birth rate, in addition to the impact of globalization leading to brain drain, there is a shortage of high-quality labor in developing countries, including Vietnam. This leads to an increasing level of competition in labor recruitment between businesses.

▪ **Economic, political and social situation**

Economic factors such as poverty rate, inflation rate, local living standards, unemployment level, economic crisis, ... or factors of political and social stability are all present. can affect human resource recruitment. For example, when the economy is in a period of crisis and recession, the unemployment rate is increasing, most workers will have to work hard to keep their jobs. Organizations must now have policies to ensure job stability and income for employees. The need to recruit human resources during this time is decreasing, no more or fewer employees are recruited to ensure stability, cut costs, and even streamline human resources. If the economic and social situation develops stably, businesses have the conditions to expand their scale, and many new jobs are created, businesses need to recruit more workers.

▪ **Competitors**

Human resources are the most important resource of an organization, so each business develops different human resources policies to attract good workers with high

professional qualifications. Employees themselves always compare to choose the benefits they get when working at one company versus another to maximize benefits. That proves the importance of internal policies in each business to bring the highest efficiency to employees.

1.5. Some criteria to evaluate the effectiveness of human resource recruitment

Actual and expected recruitment rate/recruitment plan completion rate

This ratio is as close to 1 as possible, which proves that the employer has recruited the right number of people to fill the required positions. If this ratio is less than 1, it means that the employer is not recruiting enough people to fill the needed positions despite trying their best to prove that the candidates do not meet the employer's requirements. If this ratio is greater than 1, it means the employer recruits more workers than the expected number of workers, proving that the quality of labor meets or better than the employer's requirements.

If this rate is high, it means that businesses must provide additional training to many newly recruited workers before officially assigning jobs to them. This proves that the quality of candidates is not good while the business urgently needs human resources, or the selection method is not reasonable, the evaluation criteria do not match the standards of workers who need to be selected, or there are also Enterprises may not have implemented recruitment principles well or the qualifications of recruitment staff are limited. All of this reflects the low quality of recruitment. On the contrary, if this ratio is low, especially zero, it proves that the quality of recruitment is good and the employee is capable of performing the job without additional training.

Job completion rate

*Job completion rate = (Number of people completing the job/Number of people winning the lottery) * 100.*

The job completion rate reflects the quality of work of the recruited people. If they are always enthusiastic about working and trying to develop their full potential, they will complete the job in the shortest time with the highest efficiency, which means a high job completion rate. On the contrary, if this rate is low, the recruitment process is not effective because people who are truly enthusiastic about the job have not been found or people with enough ability to complete the job have not been found.

Average recruitment costs

Cost indicators also reflect recruitment efficiency.

It is difficult to say that low recruitment costs are good. Low average recruitment costs associated with good quality of recruited labor will confirm that the efficiency of recruitment costs is high. Recruitment costs can only be evaluated relatively through the business efficiency of the department. Departments and factories have new recruits. Therefore, businesses need to develop scientific recruitment policies, still ensuring the number of quality candidates but on the basis of using financial resources appropriately.

Level of completion of recruitment plan over time: time to recruit workers compared to time to use human resources according to plan.

Number of employees leaving (or turnover rate): Can refer to both aspects. Firstly, it is the number of employees who voluntarily quit their job and secondly, the number of

employees who quit their job due to the organization's request. The lower this number, the higher the effectiveness of recruitment in the organization and vice versa. The above indicator only partly reflects the effectiveness of recruitment because in reality it is also affected by many other management activities.

Fairness in recruitment: the higher the fairness, the more accurate the quality and results of recruitment. This criterion can be assessed through investigating the level of satisfaction and the candidate's perception of fairness in the organization's recruitment process of new employees.

There are also some other indicators such as

- Proportion of successful new hires.
- Satisfaction level of candidates participating in the recruitment process.
- The legality of the process.
- Average length of stay of employees.
- Satisfaction level of candidates participating in the process.
- The improvement in business performance indicators is due to the influence of newly recruited employees.

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