

THE EFFECTIVENESS OF RECRUITMENT ON
GUIZHOU VOCATIONAL COLLEGES OF
INDUSTRY AND COMMERCE,
GUIZHOU, CHINA



MASTER OF PUBLIC ADMINISTRATION IN PUBLIC ADMINISTRATION
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JIELIN YANG

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PUBLIC
ADMINISTRATION
IN PUBLIC ADMINISTRATION
ACADEMIC ADMINISTRATION AND DEVELOPMENT MAEJO UNIVERSITY
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THIS THESIS HAS BEEN APPROVED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION
IN PUBLIC ADMINISTRATION

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ชื่อเรื่อง	ประสิทธิผลของการรับสมัครในวิทยาลัยอาชีวศึกษาอุตสาหกรรมและพาณิชยการมุกัยโจว กุ้ยโจว ประเทศจีน
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บทคัดย่อ

วัตถุประสงค์ของการวิจัยนี้คือ 1) เพื่อวิเคราะห์สถานะปัจจุบันและลักษณะเฉพาะของการรับสมัครในวิทยาลัยอาชีวศึกษาอุตสาหกรรมและพาณิชยการมุกัยโจว 2) เพื่อศึกษาปัจจัยหลักที่ส่งผลต่อประสิทธิผลของการรับสมัครในวิทยาลัยอาชีวศึกษาอุตสาหกรรมและพาณิชยการมุกัยโจว 3) เพื่อปรับปรุงประสิทธิผลของการรับสมัครในวิทยาลัยอาชีวศึกษาอุตสาหกรรมและพาณิชยการมุกัยโจว การศึกษานี้มุ่งเน้นไปที่ประสิทธิผลของการรับสมัครของวิทยาลัยอาชีวศึกษาอุตสาหกรรมและพาณิชยการมุกัยโจว โดยวิเคราะห์สถานการณ์ปัจจุบัน ปัจจัยที่มีอิทธิพล และกลยุทธ์การปรับปรุง โดยใช้การวิจัยเชิงปริมาณ โดยใช้ทฤษฎีการจัดการการรับสมัคร การจัดการประสิทธิภาพขององค์กร และการจัดการทรัพยากรบุคคล รวบรวมข้อมูลโดยใช้แบบสอบถามของครู เอกสารของสถาบัน และการวิจัยที่มีอยู่ ขนาดตัวอย่าง 252 ตัวอย่าง ถูกกำหนดโดยใช้สูตรของ Taro Yamane และใช้สถิติเชิงพรรณนาและค่าอัลฟาของ Cronbach สำหรับการวิเคราะห์และการยืนยันความน่าเชื่อถือ

ผลการศึกษาพบว่า ครู ร้อยละ 68.67 ไม่พอใจกับสถานะปัจจุบันของกระบวนการสรรหาบุคลากร เชื่อว่าความคาดหวังของผู้สมัครกับตำแหน่งไม่ตรงกัน กระบวนการสรรหาบุคลากรไม่สอดคล้องแผนงานไม่ชัดเจนและไม่ตรงกับความต้องการของวิทยาลัย และช่องทางการสรรหาบุคลากรไม่น่าดึงดูด ปัจจัยหลักที่ส่งผลต่อผลการสรรหาบุคลากร ได้แก่ ค่าตอบแทนที่แข่งขันได้ การประสานงานระหว่างทีมสรรหาบุคลากรและฝ่ายสรรหาบุคลากร มาตรฐานกระบวนการที่ชัดเจน และช่องทางการสรรหาบุคลากรที่หลากหลาย เพื่อปรับปรุงผลการสรรหาบุคลากร วิทยาลัยและมหาวิทยาลัยควรปรับปรุงความสามารถในการแข่งขันด้านค่าตอบแทน ขยายช่องทางการสรรหาบุคลากร ปรับความคาดหวังของผู้สมัครให้สอดคล้องกับข้อกำหนดของงานมากขึ้น กำหนดมาตรฐานกระบวนการสรรหาบุคลากร สร้างความเป็นหนึ่งเดียวของจุดมุ่งหมายภายในทีมสรรหาบุคลากร และพัฒนาแผนสรรหาบุคลากรที่ละเอียดและเป็นไปได้

คำสำคัญ : การจัดการการสรรหาบุคลากร, ประสิทธิภาพการสรรหาบุคลากร, วิทยาลัยอาชีวศึกษาเอกชน, การจัดการทรัพยากรบุคคล

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ABSTRACT

The purposes of this research were: 1) to analyze the current status and characteristics of recruitment in Guizhou Vocational Colleges of Industry and Commerce. 2) to study the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce. 3) to Improve the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce. This study focuses on the recruitment effectiveness of Guizhou Vocational College of Industry and Commerce, analyzing its current situation, influencing factors and improvement strategies. A quantitative research method was used, employing theories of recruitment management, organizational performance management and human resource management. Data was collected through teacher questionnaires, institutional documents and existing research. A sample size of 252 was determined using Taro Yamane's formula, and descriptive statistics and Cronbach's Alpha were used for analysis and reliability verification.

The results revealed that: 68.67% of teachers are dissatisfied with the current status of the recruitment process, believing that there is a mismatch between the expectations of candidates and the position; the recruitment process is inconsistent; the plan is unclear and does not meet the needs of the college; and the channels are unattractive. The main factors affecting recruitment results include competitive compensation, coordination between the recruitment team and the hiring department, clear process standards, and diversified recruitment channels. In order to improve recruitment results, colleges and universities should improve compensation competitiveness, broaden recruitment channels, better align candidate expectations with

job requirements, standardize recruitment processes, ensure unity of purpose within the recruitment team, and develop detailed and feasible recruitment plans.

Keywords : recruitment management, recruitment effectiveness, private vocational colleges, human resources management



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CHAPTER 1

INTRODUCTION

Background and Significance of the Study

Vocational education is an important part of the national education system and human resources development, and the development of vocational education has become an important strategic choice for countries around the world to meet the challenges of the economy, society, population, environment and employment, and to realize sustainable development (China Education Online (CEE), 2022; Taylor, 1911).

China is in a stage of rapid economic growth and industrial restructuring, and the supply of highly skilled personnel is crucial to scientific and technological progress and economic development. On November 5, 2012, the Ministry of Human Resources and Social Affairs (MOHRSS) issued the "14th Five-Year Plan" for technical education (Ministry of Human Resources and Social Security of the People's Republic of China, 2021), which specifies the "The main objectives of technical education in the 14th Five-Year Plan period.

By 2025, the scale of enrollment will be maintained at over 3.6 million students, the cumulative cultivation and training of high-skilled personnel will be over 2 million, and more than 20 million vocational training sessions will be conducted for enterprise workers and employment-focused groups (Shang and Xin, 2022)

With such a huge demand for talent education, in order to solve the problem of insufficient talent training in public vocational colleges and universities, the General Office of the CPC Central Committee and the General Office of the State Council issued the Opinions on Promoting the High-Quality Development of Modern Vocational Education in October 2021 (Central People's Government of the People's Republic of China, 2021), which is targeted at breaking down the deep-rooted systemic and institutional obstacles to the reform and development of vocational

education, promoting vocational education high-quality development, and encouraging social forces to organize vocational education to fill market vacancies.

According to statistics, as of 2022, there were 1,418 higher vocational schools nationwide, including 749 private higher vocational schools, and private vocational schools have become an important part of China's vocational education system (2023 Edition of China's Private Education Market Research and Development Outlook Forecast Report, 2023).

Although private vocational colleges and universities have unique advantages in the education and training of highly skilled personnel, they also face many challenges and competition, including issues such as curriculum, faculty level, and quality of education, and are particularly weak in faculty level.

To improve the quality of teaching and educating people and realize high-quality development, the level of teachers is the key, and the improvement of the level of teachers requires the recruitment and introduction of a large number of high-quality teachers, but at present, the recruitment of teachers for private colleges and universities is facing a lot of problems in practice, such as the recruitment of inefficiency and the introduction of talents is not ideal.

Take Guizhou Vocational Colleges of Industry and Commerce as an example, as of August 2023, the recruitment demand was 70 people, 500 people met the hiring requirements, 230 people were interviewed for the job, 78 people were hired, and 36 people were retained, which is extremely unsatisfactory in terms of recruitment results and talent retention.

At present, the recruitment and introduction of teachers and the construction of faculty have become the main factors affecting the improvement of the quality of education and teaching and the high-quality development of Guizhou Vocational College of Industry and Commerce.

Significance of the study

Through the research on the recruitment status quo and the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce, we find strategies and ways to improve the effectiveness of recruitment, and better introduce and cultivate high-quality teachers who meet the requirements of high-quality development of the school. At the same time, it also provides reference for other private vocational colleges and universities in Guizhou Province.

Research questions

1. What is the current of recruitment in Guizhou vocational colleges of industry and commerce?
2. What are the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce?
3. How to improve the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce?

Research objectives

1. To analyze the current status and characteristics of recruitment in Guizhou Vocational Colleges of Industry and Commerce.
2. To study the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce.
3. To Improve the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce.

Scope and limitations of the study

1. This study is planned to be conducted from 2023 to 2024, mainly to analyze the current status of recruitment in Guizhou Vocational Colleges of Industry and Commerce during this period and to find out the main factors affecting the effectiveness of recruitment.
2. This study hopes to give countermeasures and suggestions to improve the effectiveness of recruitment in Guizhou Vocational College of Business and Industry, but there are some limitations on the scope of the sample as the sample of the study is only full-time faculty members and does not include part-time faculty members.
3. This study relied on participants' subjective responses, which may result in bias or variation in interpretation.

Expected results of the study

This study will suggest improvements to enhance the effectiveness of recruitment at Guizhou Vocational Colleges of Industry and Commerce to help the school recruit more quality teachers and promote the school's development.

Operational Definition of Terms

Recruitment: is one of the six modules of human resource management, its main role is the pipeline of fresh blood source of the enterprise, excellent talent are detected at the time of recruitment, whether the enterprise can bring excellent human resources recruitment is the main means of this issue.

Effectiveness: is refers to the degree to which the recruitment activity or process achieves the intended goal of teacher recruitment. This includes the effectiveness of the various activities in the recruitment process and the ultimate success in attracting, selecting and hiring suitable teachers.

Recruitment Management: refers to the whole process of management activities of an enterprise or an organization to attract, screen and hire talents that meet the job requirements through the development of scientific recruitment strategies, processes and methods to meet the needs of the organization's strategic development and business operations.

Human Resource Management: is the process of systematic management of human resource acquisition, development, retention, motivation, evaluation and optimization for the organization to achieve strategic goals.

Recruitment Effectiveness: is a key indicator of the effectiveness of recruitment, referring to the ratio between resources invested in the recruitment process (such as time, manpower and funds) and outputs (such as the number of people recruited to the post and the quality of talent), reflecting the speed, cost-effectiveness and quality level of the recruitment process.

Private Vocational Colleges: institutions of higher education invested and established by private capital and open to the public to enroll students, with vocational education at their core, to cultivate high-quality technical and skilled personnel to meet the needs of the front line of production, construction, service and management. Their operating funds mainly come from tuition fees, social donations or enterprise cooperation, which distinguishes them from public vocational colleges and universities that are financially supported by the government.

The Guizhou Vocational Colleges of Industry and Commerce: is a private comprehensive higher vocational college in Guizhou province, opened in 2012, with more than 600 teaching staff, in order to meet the school's high-quality development, it needs to introduce another 200 high-quality teachers.

CHAPTER 2

REVIEW OF LITERATURE AND RELATED STUDIES

At present, improving the level of teachers and introducing high-quality teachers have become the main difficulties and challenges affecting private higher vocational colleges and universities in improving the quality of education and teaching and realizing high-quality development.

This section will discuss the various theoretical foundations and conceptual frameworks relevant to this study. A review of the relevant literature and a description of the concepts will help define the scope, focus, and conclusions of this study.

1. Recruitment Management Theory
2. Organizational Performance Management Theory
3. Human Resources Management Theory
4. Related Research
5. Conceptual Framework

Recruitment Management Theory

Baidu Encyclopedia (2023) pointed out that the theoretical foundations of recruitment management were not independently developed by a single individual in a specific piece of research, but rather evolved over time in the fields of management, human resource management, and organizational behavior.

Recruitment management went through several stages of evolution and refinement before it was formally defined and made an important part of human resources during the human resource management period (1960s-1980s). Talent Acquisition has a long and widely used history that dates back to ancient civilizations.

Drucker (1975: 198) mentioned in his book that recruitment management had already existed in ancient times and quoted some ancient recruitment stories to illustrate effective recruitment management methods.

Coyle (2009: 89), an American writer, researched the secrets of talent recruitment and development and mentioned the ancient forms of recruitment, such as the Roman army's recruitment methods.

Yang (2023a) pointed out that recruitment in ancient societies focused more on the fields of army, government, religion and handicrafts, such as: recruitment for the ancient army, recruitment for government officials, recruitment for religious organizations, and recruitment for apprenticeships in handicrafts and craftsmen.

However, the recruitment activities at the initial stage were in a single form, mainly relying on personal recommendation, oral communication and newspaper advertisements, paying more attention to whether the vacancies were insufficient or not, and the recruitment management lacked scientific recruitment standards and management processes, and the recruitment results were not satisfactory and easily affected by external factors.

Entering the scientific management period (1990s-1930s), recruitment began to be influenced by scientization, studying the optimal combination of people and work, and exploring how to satisfy the employment needs of the company through simple recruitment means. Recruitment management at this time focused more on skill matching and productivity.

Taylor (1911: 125) is known as the "father of scientific management". In his writings, he emphasized that a systematic and scientific approach to recruitment and selection, using the impact of role matching and task decomposition in the recruitment process, can scientifically analyse and standardize work to improve efficiency.

Taylor (1911) argued that traditional recruitment methods often rely on experience and intuition and lack a scientific and systematic approach. He advocated the use of "time-action studies" to carefully analyze the specific requirements and best practices of each job. In this way, organizations can pinpoint the specific skills and qualifications required of employees, and thus develop more precise recruitment criteria and selection methods.

Kilbruth (1916) found in the practical application of scientific management of recruitment management, to focus on the understanding of individual differences of employees, and proposed that the recruitment process needs to pay more attention to the individual differences of employees in order to achieve better job matching.

Therefore, recruitment management entered the interpersonal period (1930s-1950s), when organizations began to pay attention to the social and psychological needs of employees, and recruitment gradually took into account the individual differences of employees and paid more attention to organizational culture and employee relations.

Argyris (1960) He argued that employees' involvement and satisfaction with their jobs directly affects their job performance and the overall performance of the organization, requiring recruiters to pay more attention to employees' involvement and satisfaction in the recruitment process. In addition, recruiters need to provide employees with challenging work assignments and appropriate autonomy to stimulate their creativity and work ethic.

Baidu Encyclopedia (2023) pointed out that it is pointed out that by the late 1970s and early 1990s, the labor and personnel system of enterprises began to carry out exploratory changes, and human resources gradually became the most important productive forces in the enterprise and began to form as an independent field.

Enterprises can not survive and develop without attracting talent, the right person in the right position to play its maximum value, scientific and reasonable recruitment can reduce the enterprise's labor costs and operational risks, so recruitment management is regarded as a strategic activity, closely related to the overall talent strategy and organizational development.

Dessler (1978: 219) is a professor at the College of Business Administration, Florida International University, USA. In his book Human Resource Management, he defines recruitment management as the process of searching for and attracting capable and interested people to work in an organization for the purpose of development, based on the requirements of human resource planning and job analysis, and selecting the appropriate people to be recruited from among them. The

core of this process is to achieve a "person-person" match through selection, with the aim of finding employees with the most suitable skills, the desire to work, and the ability to work in the enterprise in a relatively stable manner.

Meanwhile, Dessler (1978) emphasized that recruitment is not only the process of filling job vacancies, but also the process of finding and attracting talented people who match the organization's culture and strategic goals. It involves a number of steps such as defining job requirements, developing a recruitment plan, selecting appropriate recruitment channels, conducting in-depth interviews and assessments, and finally hiring the right candidate.

After that, he and his partners kept on enriching and refining the definition of recruitment management. Dessler and Liu (2004: 15) published *Recruitment and Selection*, a book which states that recruitment management refers to a series of systematic activities and processes through which an organization, in order to meet its human resource needs, attracts, identifying, evaluating, and selecting the right people to ensure that these people are able to effectively integrate into and contribute to the organization.

This process includes identifying recruitment needs, developing a recruitment plan, selecting appropriate recruitment channels, screening resumes, conducting interviews and assessments, and ultimately making hiring decisions. The book details the core concepts and definitions of recruitment management, including the hiring process, candidate assessment, and selection strategies, and it provides a comprehensive guide to recruitment management practices.

Dessler (2014) published *Fundamentals of Human Resource Management*, which states that recruitment management is a key component of human resource management, which involves a range of activities undertaken by an organization in order to achieve its strategic objectives, aimed at attracting, identifying and selecting employees with the required skills and competencies. The purpose of recruitment management is to ensure that the organization is able to recruit employees who are best suited to the requirements of their positions in order to meet the organization's long-term and short-term human resource needs.

This book provides readers with the basic concepts, definitions, and theoretical framework of recruitment management. It covers all aspects of human resource management, including recruitment, training, and performance management, and is suitable for beginners and those interested in the fundamentals of recruitment management.

Although recruitment management is at this point more developed and systematic with a clear definition and scope, there are still some limitations.

Pfeffer (1998) pointed out that recruitment management may have limitations in its implementation in terms of over-focusing on short-term operations, lack of strategic thinking, lack of employee involvement and development, and neglect of organizational culture and values, and emphasized the importance of organizational culture and employee development in enhancing the effectiveness of human resource management, and providing more strategic support for recruitment management.

He called on organizations to focus more on strategic support in the recruitment management process, including clarifying the organization's strategic goals and core values and integrating them throughout the recruitment process. By recruiting employees who match the culture and strategy of the organization, organizations can ensure that new employees are able to integrate more quickly into the team and contribute to the achievement of organizational goals.

Recruitment management at this stage emphasizes the importance of recruitment in human resource management and calls on organizations to pay more attention to strategic support and staff development in the recruitment process.

With the development of globalization and the advent of the digital economy, the needs of enterprises for talents are becoming more and more diversified, which also prompts greater challenges and changes in the form of recruitment management and the criteria for talent selection.

Scholar Gomez-Mejia and Cardy (2016: 147) studies that: in today's era of globalization, the competition for talent in enterprises has long been more intense than ever before, and recruitment management has to be carried out with a new consumer-driven concept. The positions opened to the public by the enterprise are

the commodities to be purchased by the job seekers, and the recruitment activities are to help job seekers to obtain the corresponding positions, and at the same time help the enterprise to obtain the corresponding talents needed.

Marino (2012: 19) delved into the impact of social media on the recruitment field. He observed that with the popularity of social media, there has been a significant change in the way recruitment channels and candidates interact. While traditional recruiting methods, such as job boards and job fairs, are still effective, social media provides a more direct and interactive platform that allows recruiters and candidates to connect more quickly.

He also noted that social media has not only changed the channels of recruitment, but also the way information is disseminated during the recruitment process. Social media has enabled candidates to participate more actively in the recruitment process, interacting with recruiters through comments, sharing, etc., which has greatly improved the efficiency and success of recruitment.

According to Hillman (2015), the application of big data has made hiring decisions more data-driven and less subjective and biased, and organizations can more accurately assess a candidate's ability, potential, and fit to make more informed hiring decisions.

Hellmann (2019: 116) delves into the importance of the hiring experience in his book *Disrupting Recruiting*. He argues that modern hiring management should not only focus on hiring results, but also on the candidate experience during the hiring process. Creating a great hiring experience requires organizations to take the candidate's perspective and consider their needs and expectations. For example, providing clear and concise job descriptions, simplifying the application process, and providing timely feedback. In addition, companies need to demonstrate their corporate culture and values during the hiring process so that candidates can better understand the company and make more informed career choices.

While a recent study by Belasco (2021) points out that recruitment activities are becoming more and more dependent on data and technology tools as technology evolves and digitization accelerates. Sensitivity to talent data and privacy protection have become key elements of the recruitment process. Recruitment

management needs to place more emphasis on the sensitivity of talent data, the importance of privacy protection, transparency and candidates' right to know, and the integration of recruiting strategies with talent data in order to enhance candidate trust, so that recruiters can win the trust of candidates, and in turn, attract and retain the best talent.

Baidu Encyclopedia (2023) pointed out that in the future artificial intelligence and big data analytics will play an even more important role in recruitment management, with a greater focus on the use of technology, the candidate experience, diversity and inclusion, and a focus on the skills and qualities of candidates. Recruitment will continue to be influenced by trends in technology and globalization, and will need to adapt to the changing work environment and talent market.

In a word, recruitment management theory emphasizes the important role of recruitment organization in influencing the introduction and retention of talents, and provides theoretical and practical support for enterprises to obtain more excellent talent resources. Although the recruitment management theory is still being optimized and improved with the change and development of the times, the theory still plays an important role in the field of human resource management and has become an important theory for the study of talent introduction and retention.

Organizational Performance Management Theory

Taylor (1911) pointed out that through the study of workflow, the development of the best way of operation and motivation of employees and other methods to improve productivity. This is the first time that organizational performance management was proposed, although this period of organizational performance management is mainly concerned with the individual performance of employees, but for the subsequent formation of organizational performance management theory laid the foundation.

Follett (1918) delved into the impact of the dynamic nature of organizational management on organizational performance management, emphasizing the key role of teamwork, communication and participatory management in organizational performance management. She argued that traditional hierarchical management was too rigid and not conducive to stimulating employee creativity and motivation, and she emphasized the centrality of people in organizations, advocating a more flexible and open management style that emphasized the importance of teamwork and common goals.

Drucker (1975), one of the founders of modern management, introduced the concept of organizational performance management in the 1950s. In his writings, he stated that organizational performance management is one of the core tasks of managers, aimed at ensuring that the organization's resources are used efficiently and effectively to achieve the organization's goals and mission.

This concept emphasizes the need for managers to focus on the performance of the organization as a whole, not just individual departments or functions. Managers need to be responsible for ensuring that all activities and processes within the organization are functioning in the most efficient manner in order to achieve the organization's long-term development goals.

Follett (1918) delved into the impact of the dynamic nature of organizational management on organizational performance management, emphasizing the key role of teamwork, communication and participatory management in organizational performance management. She argued that traditional hierarchical management was too rigid and not conducive to stimulating employee creativity and motivation, and she emphasized the centrality of people in organizations, advocating a more flexible and open management style that emphasized the importance of teamwork and common goals.

Daniels (1985) is a well-known scholar in the United States who has made significant contributions to the field of management, particularly performance management. Daniels suggests that organizational performance management is not just a simple appraisal process, but a more complex and comprehensive management system that consists of three core elements: measurement, feedback

and reinforcement. It emphasizes the systematic and dynamic nature of performance management, enabling managers to gain a more comprehensive understanding of their employees' performance and to motivate them more effectively in order to achieve organizational goals.

Daniels (1985) perspective has had a significant impact on subsequent theories of organizational performance management and has contributed to the continuous development of organizational performance management theory and practice.

Bredrup (1995) presents a comprehensive performance management framework designed to help organizations better understand and apply performance management concepts and methods. He delves into the core concepts of organizational performance management, including goal setting, performance evaluation, feedback, and reward and punishment mechanisms, emphasizing the importance of these factors for organizational performance improvement.

Also, he performances management framework provides a systematic methodology for organizations to manage and motivate their employees more effectively and to improve overall performance levels, and has become an important reference in the field of organizational performance management, which is important for understanding and practicing the principles and methods of performance management.

Smith and Stewart (2002) provides an in-depth discussion of the strategic, systematic and integrated nature of organizational performance management. They propose a comprehensive organizational performance management system framework that emphasizes strategy clarification and goal setting, performance plan development, continuous communication and feedback, performance evaluation and reward, learning and improvement. This framework provides organizations with comprehensive and systematic guidance for building an efficient and fair performance management system that stimulates the potential of their employees and enhances the overall level of performance in order to achieve their strategic goals.

Rogers (2004) proposes to integrate organizational performance management with the strategic goals of the organization. He emphasizes the strategic orientation of organizational performance management and proposes the use of organizational performance management as a key tool for achieving the strategic goals of the organization. Rogers' perspective focuses on the design, implementation and evaluation of organizational performance management systems, emphasizes the strong link between organizational performance management systems and organizational strategy and advocates for the establishment of a performance-oriented culture within the organization.

Armstrong (2006) states that organizational performance management is a systematic approach to ensuring that an organization's strategic goals are closely aligned with the day-to-day work of its employees and that overall organizational performance is enhanced through continuous improvement. This concept emphasizes the importance of goal alignment, process management and continuous improvement.

Armstrong (2006) puts forward several core principles that should be followed in organizational performance management: strategy-oriented principle, employee participation principle, continuous communication principle, objective assessment principle, development-oriented principle, and details the practical steps and methods of organizational performance management, emphasizing the need for performance management to take into account the comprehensive consideration of factors such as goal-setting, feedback, motivation, and development, to establish an effective performance management system, improve the efficiency and satisfaction of employees, and achieve the strategic goals of the organization.

Ma (2009) clearly puts forward that organizational performance management refers to the application of corporate strategy establishment, goal decomposition, performance evaluation and performance results in the daily management activities of the enterprise, in order to motivate employees to continuously improve their performance and ultimately achieve the organizational goals as well as the strategic objectives of the management activities, aimed at improving the overall performance of the organization to achieve the organization's strategic objectives, which is a

systematic, goal-oriented management It is a systematic and goal-oriented management process.

This process emphasizes the need for the systematic nature of performance management, the integration of performance management and organizational strategy, the importance of employee participation and communication, and the continuous improvement of performance management, and requires the joint participation and efforts of managers and employees to ensure the effective implementation and continuous improvement of performance management through the development of clear performance objectives, the implementation of an effective performance management process, the provision of timely performance feedback, and the application of performance results.

By this time, the development of organizational performance management theory formation has been more scientific and perfect, some scholars agree and development of extension.

Bacal (1998) suggests that an effective organizational performance management system should focus on four core elements: clear goal setting, effective communication and feedback, fair evaluation and reward mechanisms, and continuous performance improvement and development. Together, these elements constitute a comprehensive and systematic performance management system framework that provides strong guidance and support for organizations to improve employee performance and achieve strategic goals.

He advocates that goals should have SMART characteristics, i.e., Specific, Measurable, Achievable, Relevant, and Time-bound, and be able to provide employees with clear direction and expectations so that they can focus on important tasks.

Managers need to maintain open and frequent communication with employees to share information, solve problems and provide guidance in a timely manner.

An objective and fair performance evaluation system and a reward mechanism linked to performance should be established to ensure that employees' performance can be accurately and comprehensively evaluated, and appropriate

rewards and recognition should be given to employees with outstanding performance to motivate them to continue to work hard and improve their performance.

Performance management is not only an assessment of employees' past performance, but also a process to promote employees' continuous growth and progress. Therefore, managers should work together with employees to develop an improvement plan with clear improvement goals and action plans, and provide necessary training and support resources.

Dessler (2015) suggests that organizational performance management is a series of managerial activities undertaken by an organization to achieve its strategic goals, which include goal setting, feedback, evaluation and reward.

Dessler (2015) argues that in the goal-setting phase of organizational performance management, managers and employees work together to develop clear work goals and performance standards, and the goals need to be aligned with the organization's strategic objectives and business needs, and can provide employees with clear directions and goals to motivate them to work in the direction of the organization's expectations.

Second, in the feedback aspect of organizational performance management, managers need to provide timely feedback to employees, pointing out the strengths and weaknesses of their work performance. This feedback should be specific, clear and constructive, and can help employees recognize their own strengths and room for improvement, so that they can better adjust and improve their work behavior.

Thirdly, in the appraisal stage of organizational performance management, managers conduct a comprehensive assessment and appraisal of the performance of their employees to determine the objectives and performance levels they have achieved. The assessment process should be fair, objective and transparent, able to objectively reflect the actual performance of employees and provide them with fair evaluation and feedback.

Finally, in the reward component of organizational performance management, managers should give appropriate rewards and recognition to motivate employees to continue their efforts and maintain a high level of performance. Such

rewards can be financial, such as salary raises and bonuses, or non-financial, such as recognition and promotions, which can effectively motivate and inspire employees.

Although organizational performance management is widely used and recognized, it still has certain shortcomings and deficiencies.

Werner and Desimone (2012) argued that behavior-based approaches to organizational performance management may have a tendency to overemphasize employee behavior at the expense of outcomes. In this case, performance evaluation may be unfair and inaccurate because it focuses on the employee's behavioral performance without considering the actual performance results. For example, an employee may exhibit positive attitudes and behaviors at work, but actually fail to meet expected performance goals. In this case, a behavior-based performance evaluation may give the employee an overly high rating, leading to unfair and distorted performance evaluations.

Bacal (1998) argues that fairness, transparency and accuracy of organizational performance evaluation are the key influencing factors affecting organizational performance management and analyzes in detail how these factors affect employee performance and satisfaction. He pointed out that the lack of a fair, transparent and accurate organizational performance evaluation system, the lack of objectivity and credibility of evaluation results, the lack of communication and feedback of appraisal results, the irrationality of rewards and incentives, and the lack of a regular review and update of the organizational performance management system will affect employee motivation and creativity and hinder the achievement of organizational goals. And the current organizational performance management has deficiencies in this regard, and relevant suggestions are made for these deficiencies.

Bamberger and Bar Maas (2010) argue that organizational performance management suffers from an appraisal approach that ignores employees' intrinsic motivation and personality traits. This approach may overemphasize the specific behaviors and performance of the employees while ignoring their personal motivations and values. As a result, performance appraisals may be subject to subjectivity and one-sidedness and fail to fully and objectively reflect the actual level of employee performance. For example, an employee may exhibit low

behavioral performance at work, but because his or her intrinsic motivations and values do not fully match the organization, resulting in a behavior-based performance evaluation that is too harsh or unfair.

Bannister (2015) argues that organizational performance management approaches can somewhat limit employee creativity and innovation. He stated that too much emphasis is placed on employees' norm-compliant behavior and performance at the expense of their creativity and flexibility. As a result, performance appraisal may become rigid and limited to fully stimulate employees' creativity and innovation. For example, an employee may demonstrate innovative ideas and approaches at work, but as these ideas are not fully aligned with the pre-set standards of behavior, the result is that behavior-based performance appraisal fails to adequately recognize his or her contribution, thus limiting the employee's motivation and incentive to innovate.

In summary, organizational performance management theory emphasizes the importance of setting clear performance goals, implementing an effective performance management process, providing timely performance feedback, and applying performance results to the achievement of organizational performance goals, and provides a systematic theoretical framework and methodology for enterprises to improve the overall performance of the organization and to achieve the strategic goals of the organization, which has become an important theory for studying the achievement of organizational performance goals.

Human Resources Management Theory

Yenage (2020) stated that the definition and development of human resource management theories has been an evolutionary journey through several stages and changes, along with the development of a number of theories, methodologies and practices that have transformed human resource management from an important maintenance function to a source of sustained competitive advantage for organizations.

Baidu Encyclopedia (2023) pointed out that the existence of human resource management is closely related to the start and development of the organization. Human resource management can be divided into two stages: the introduction of human resource management and the development of human resource management, the origin of which can be traced back to the 19th century during the period of industrialization in the United States, and which was initially known as "personnel management".

Taylor (1911) proposed personnel management as the management of human resources within an organization, including recruitment, training, compensation, and benefits. Taylor is considered to be one of the founders of the concept of personnel management, and he was the first person to develop the concept of personnel management, laying the foundation for the formation of human resource management.

Commons (1913) first developed concepts and definitions similar to modern human resource management. He argued that managers should view their employees as the most important asset of the organization and work to solve problems in the work relationship in order to improve productivity and employee well-being. Jerrold's views laid the foundation for the subsequent discipline of human resource management and had a profound impact on the research of subsequent scholars.

Flippo (1976) argued that human resources management is a managerial function of an organization that involves planning, organizing, directing, controlling, and coordinating activities related to human resource management in order to achieve the organization's objectives, and identified the functions of personnel management, including recruitment, training, compensation, and performance appraisal. He emphasized the importance of human resources management to the success of the organization, leading to the gradual evolution of human resources management from traditional personnel management to a more integrated and strategic human resources management.

Wrigley (1950) states that human resource management is a managerial activity aimed at enabling an organization to make effective use of its human resources by ensuring, through sound planning, organizing, directing and controlling, that the organization attracts, develops and maintains employees with the requisite skills and qualities and motivates them to achieve the mutual benefit of the organization and the individual.

He elaborated the theoretical framework and practical methods of human resource management, and provided a systematic analysis and summary of the definition of human resource management at that time, organizational culture and employee relations, recruitment and selection, and employee training and development, which provided an important reference basis for the field of human resource management.

Drucker (1975) introduced and clearly defined the theory of human resource management. He advocated that human resources should be regarded as a kind of resource, which is considered as the core asset of the organization and included in the scope of management in order to achieve the goals of the organization.

He advocated the concept of people-centered management, arguing that the success of an organization is closely related to the development and motivation of its employees, emphasizing the fact that employee development and motivation are crucial to the long-term development of an organization. Through scientific and rational management and development of human resources, organizations can gain lasting competitive advantage and achieve long-term success. He emphasized the key role of human resource management and development in organizational development and suggested the importance of management practices such as employee development, motivation and performance appraisal.

Devanna et al. (1981) argued for the division of the human resource management process into four phases, namely human resource selection, performance appraisal, rewarding and development and emphasized that human resource management is not just a separate functional area but should be seen as an integral part of the overall management process of the firm and that human resource management should be closely integrated with the overall strategic

framework of the firm in order to achieve long-term success and sustainable development.

They suggest that in order to effectively achieve a company's strategic objectives, all aspects of human resources (e.g., employee selection, appraisal, reward, and development) must be coordinated with the company's overall strategy, and that this integrated approach to human resource management helps to ensure that the company maintains a competitive advantage in a rapidly changing market environment.

Storey et al. (2019) argued that human resources should be freed from the traditional category of "personnel management" and positioned as one of the key factors for organizational success. He proposed a human resources management model, the core concept of which is to closely integrate the human resources function with the strategic goals of the organization, which is regarded as a revolutionary shift that makes human resources management a strategic partner of the organization, supports the long-term success of the organization, and makes an important contribution to the forward development of human resources management practices.

Huselid and Pfeffer (1998) argued that by considering human resources as an important part of organizational strategy and through rational human resource management, such as hiring good people, providing continuous training and development, and establishing good employee relations, organizations can achieve optimal allocation of human resources, thereby increasing productivity, efficiency and profitability and achieving the organization's long-term development goals. The organization can achieve its long-term development goals through the optimal allocation of human resources, thus improving productivity, efficiency and profitability.

Noe (2010) suggests that human resource management is one of the key factors for organizations to gain competitive advantage. Effective HRM practices can help organizations to attract, develop and retain talented people, thereby improving organizational performance and competitiveness. He emphasized that human resource management should focus on the optimization of employee recruitment

and selection, training and development strategies, effective performance management systems, and the design of employee incentives and benefits systems, which can effectively help organizations to optimize their human resource management and enhance their performance and competitiveness.

Peng (2004) suggests that human resource management is a systematic process aimed at acquiring, developing, maintaining and effectively utilizing human resources that are essential in the production and operation process. To this end, it is necessary to define the basic processes of human resource management and apply scientific and systematic techniques and methods to carry out the related planning, organizing, leading and controlling activities.

He emphasized that HRM should focus on the needs and development of employees, regard employees as the most important resources of the enterprise, and promote the development of the enterprise and the growth of employees by formulating HRM strategies that match the enterprise strategy. He also introduces many techniques and tools commonly used in modern human resource management to help companies manage human resources more scientifically and effectively, and to improve employee efficiency and job satisfaction.

Dessler (2013) states that human resource management is the process of planning, organizing, controlling and coordinating the activities of planning, training, selecting, hiring, evaluating and motivating human resources in an organization in order to achieve the goals of the organization by applying relevant scientific knowledge and principles such as psychology, sociology, management and anthropology. This process aims to maintain the optimal ratio of human and material resources, and at the same time to provide appropriate guidance, control and coordination of human thought, psychology and behavior, so as to give full play to human initiative and achieve the goal of making the best use of talents, getting the right person for the right job, and getting the right personnel for the right job.

He considered human resource management as a formal organizational process and emphasized the close relationship between human resource management and organizational start-up and development, whereby through effective management and development of human resources, an organization can

ensure the achievement of its strategic objectives, promote the growth and development of its employees, as well as establish and maintain a positive and healthy organizational culture. The goal of the process is to ensure that the organization is able to achieve its strategic objectives and to contribute to the long-term success of the organization through the effective management and development of human resources.

Fan et al. (2022) suggest that human resource management refers to a series of activities under the guidance of economics and humanistic thinking, through recruitment, selection, training, compensation and other forms of management of human resources inside and outside the organization, to meet the needs of the organization's current and future development, to ensure that the realization of the organization's goals and the development of members of the maximization of the general term of a series of activities. It is the whole process of forecasting the organization's human resources needs and making human resources demand plans, recruiting and selecting personnel and organizing them effectively, evaluating performance, paying compensation and providing effective incentives, and combining the organization's needs with those of individuals to develop them effectively in order to achieve optimal organizational performance.

He emphasized that the goal of human resources management is to meet the development needs of the organization and to maximize the goals of the organization and the development of its members. This definition reflects the strategic status of human resources management while highlighting its specificity and practicality in actual operation.

At this point, the definition of human resource management theory is more comprehensive and complete.

Cox (1993) delves into the issue of cultural diversity within organizations as it affects human resource management. He argues that with globalization and increasing diversity in the workplace, organizations need to manage different cultures and individuals more flexibly and inclusively, addressing the theory and practice of diversity management and proposing key concepts and strategies of diversity

management to improve employee job satisfaction, organizational innovation and overall performance.

Cascio and Boudreau (2008) suggest that the impact of technology on human resource management. They point out that with the continuous advancement of technology, especially the rapid development of information technology and communication technology, human resource management is undergoing unprecedented changes. They emphasize that the use of big data can enhance the flexibility and scalability of HRM, as well as the use of artificial intelligence to assist in HRM, and they propose a framework and methodology for evaluating the return on investment of human resources in order to help companies make more informed investment decisions.

Briscoe et al. (2011) explored the theory and practice of global human resource management. They emphasized how firms can effectively manage cross-cultural and cross-border human resource management in the context of globalization to support firms' international strategic and business objectives. They propose a comprehensive framework for guiding firms' HRM activities on a global scale. The framework, which includes various aspects of recruitment and selection, training and development, performance management, compensation and benefits, helps enterprises to better cope with the challenges and opportunities brought about by globalization.

Although the theoretical development of human resource management has become relatively mature and widely applied, there are still deficiencies and shortcomings in its practical application.

Pfeffer (1996) suggests that human resources are not just a support function within an organization, but are the key to lasting competitive advantage, and that through effective management and development of human resources, an organization can create a unique competitive advantage that will lead to better performance in the marketplace. Traditional human resource management, however, tends to focus too much on day-to-day operational and administrative tasks, while neglecting the important role of human resources in strategic planning and execution.

Cappelli (1999) argues that human resources management practices in some organizations suffer from a lack of close alignment with organizational strategy, which can lead to inefficiency and waste of resources. He argues that effective HRM needs to be aligned with the strategic objectives of the organization. A mismatch between HRM and organizational strategy may lead to waste of resources and inefficiency. Organizations therefore needed to strengthen their strategic planning and implementation capabilities. Human resources departments should work more closely with other departments and participate in the development and implementation of the organization's strategic plans to ensure consistency and coordination between human resources management and organizational strategy.

Guest (2004) states that effective human resource management requires good employee participation mechanisms and communication channels. This means that employees should have the opportunity to participate in the decision making process, express their opinions and ideas, and communicate effectively with management. He points out that the lack of these factors in past human resource management can affect employee motivation and teamwork.

In conclusion, human resource management theory, with its emphasis on people, is a crucial aspect of organizational management and is a strategic and systematic approach and theory aimed at optimizing an organization's human resource assets in order to achieve its long-term goals and sustained competitive advantage. It covers a range of activities for attracting, developing, motivating and retaining talent, while also focusing on employee well-being, health and work environment, as well as on the relationship and communication between the organization and its employees, making it an important theory for the study of the achievement of an organization's strategic goals and long-term development.

Related Research

1. Effectiveness of Recruitment

Heikkonen (2012) examined recruitment effectiveness and the study evaluated the impact of outsourcing the recruitment process on recruitment effectiveness. He suggested that recruitment outsourcing can significantly improve recruitment effectiveness. Specialized recruitment outsourcing firms usually have more resources and experience and are able to find the right candidates more quickly, thus speeding up the recruitment process. He emphasized that not the entire recruitment process is suitable for outsourcing, only certain stages.

Baum and Kabuste (2014) examined recruitment effectiveness and conducted a study comparing print job advertisements and job boards on applicant attractiveness, demonstrating how these recruitment activities interact with each other and impact on recruitment effectiveness. They showed that the impact of job boards on applicant attraction is significantly stronger than print job ads and that recruitment effectiveness can be effectively improved through job boards. They also emphasized that multiple recruitment activities at the same time can have a direct impact on applicant attractiveness, and that print job ads should be used as a complement to job boards, otherwise the effectiveness of job boards will be compromised.

Krishnaveni and Ananthamurthy (2015) studied recruitment effectiveness, the study was conducted to understand the impact of recruitment process and organizational support on the effectiveness of recruitment. They suggested that the effectiveness of recruitment as a measure to determine the organization's recruitment process and a tool to develop the recruitment process, organizational support affects the development of recruitment hiring strategy, recruitment process affects the attractiveness of the applicant and can have a varying degree of impact on the effectiveness of recruitment due to personal factors.

Yang (2016) studied recruitment effectiveness and probed deeply into the study of improving recruitment effectiveness of local higher education schools in western China based on human resource management system. His study found that

starting from the perspective of human resource management system of higher education institutions in the western region, it is the path to improve the effectiveness of faculty recruitment by doing the preparation of faculty recruitment from the position analysis and faculty planning and improving the recruitment process.

Li (2017) studied recruitment effectiveness and examined the recruitment effectiveness of Chinese companies in campus recruitment activities. They found that by participating in campus recruitment activities, firms can reach out to talented graduates earlier and establish a good cooperative relationship with universities. This helps companies improve their recruitment effectiveness and better meet talent needs.

Smith (2018) examined recruiting effectiveness, the study investigated the effectiveness of various online recruiting methods in the tech industry, including job boards, social media platforms, and company career sites. They found that job boards continue to be the most commonly used online recruiting method, followed by LinkedIn and company career sites. However, the effectiveness of these methods varies by job type, industry segment and geographic location, among other factors.

Otoo et al. (2018) examined recruitment effectiveness and the study explored the effectiveness of recruitment and selection practices in public tertiary institutions in Ghana. He posited that public tertiary institutions in Ghana rely mainly on referrals as their main recruitment method, which delays recruitment placement and interviews when there are vacancies and has become a major problem affecting recruitment effectiveness. They recommended a reduction in staff referrals and an increase in the use of public sector tertiary institutions to advertise their vacancies.

Huang (2018) studied recruitment effectiveness, through the study of the effectiveness of staff recruitment in Zhujiang City-run institutions of higher education, her research found that the recruitment process is not standardized, the recruitment channel is in a single form, and the turnover rate is high, which is the main reason that affects the effectiveness of the recruitment of private institutions of higher education. She emphasized that a comprehensive and systematic approach to recruitment, with sufficient preparation in the pre-recruitment period, improved

quality of interviews in the mid-recruitment period, on-boarding and tracking in the post-recruitment period, improved salary levels, and focus on further education and promotion, is the only way to truly improve the effectiveness of recruitment in independent institutions.

Xiong (2018) studied recruitment effectiveness and delved into the impact of network recruitment on recruitment effectiveness in higher education institutions. His study found that network recruitment has become one of the important channels for recruitment in major institutions of higher education, and the brand image of universities, the quality of recruitment websites, the quality of recruitment information, and the quality of recruitment services, all of which have a significant positive impact on the effectiveness of network recruitment in institutions of higher education on the effectiveness of recruitment. Among them, the quality of recruitment information has a relatively high impact, followed by the quality of recruitment websites, university brand image, and recruitment service quality, indicating that the quality of job seekers browsing to effective recruitment information is the most important factor to enhance recruitment effectiveness.

Liu (2019) studied recruitment effectiveness and suggested that clear job content description and salary and benefit packages in the content of job advertisements would increase the attractiveness to job seekers, which in turn would enhance recruitment effectiveness. His study concluded that job content description and salary and benefit packages in job advertisements are the two aspects that job seekers are most concerned about. When designing job advertisements, companies should emphasize the attractiveness of the job content to attract more high-quality applicants.

Wang (2020) studied recruitment effectiveness and explored the impact of social media recruitment strategies in Chinese firms in China's rapidly developing digital environment. His study found that utilizing social media platforms for recruitment can better attract young talent and increase employee job satisfaction and loyalty. Particularly in the Internet and high-tech industries, social media recruitment strategies have proven to be an efficient way to acquire talent and can greatly enhance recruitment effectiveness.

Zhang (2023) studied recruitment effectiveness and conducted an in-depth research and analysis on the effectiveness of enterprise to human resources recruitment. Her research shows that by broadening recruitment channels, optimizing the recruitment process, and strengthening communication with employees, the effectiveness of recruitment can be quickly improved to meet the demand for talents for the business development of the enterprise, so as to provide human resources protection for the long-term development of the enterprise.

Wang (2022) studied recruitment effectiveness and examined that under the normalization of the new crown epidemic, enterprises follow the development of the times in the recruitment process and continuously improve the recruitment mode to enhance recruitment effectiveness. Her study concluded that the recruitment mode of enterprises gradually shifted from traditional offline recruitment to online, and that the factors of enterprises, applicants and external social levels all had a significant positive impact on the effectiveness of Internet recruitment of enterprises, which effectively improved the recruitment effectiveness of enterprises.

An (2022) studied the effectiveness of recruitment, delving into the uncertainty of the time and frequency of public recruitment for the society in domestic colleges and universities affected by the new Crown pneumonia epidemic, which caused trouble to job seekers. Her study found that the personnel departments of colleges and universities should adapt to the development rhythm of the new era, scientifically formulate college and university faculty construction plans and annual recruitment plans, explore effective recruitment strategies in the Internet era, utilize the Internet, big data and other information technology means, open up an international perspective on recruitment, grasp the opportunities of the times, and improve the effectiveness of talent recruitment.

She emphasized that colleges and universities are the high ground where high-level talents gather, and also the main battlefield for talents. Talent recruitment is the first procedure of talent resource management in colleges and universities, we should fully study and combine with the actual situation of the new era, explore how to realize the high-quality connotative development of higher education,

colleges and universities in line with the needs of the development of the new era, the construction of talent team is the first priority.

2. Recruitment Management Theory

Cappelli (1999) studied recruitment management, focusing on the alignment between an organization's recruitment management practices and its overall strategy, and pointed out that a mismatch between the two could lead to wasted resources and inefficient recruitment. His research suggests that recruitment management is not just a process of filling vacancies, but should be closely aligned with an organization's long-term strategy so that it can utilize its resources more efficiently, improve its overall performance, and differentiate itself in a competitive marketplace.

Breaugh and Starke (2000) studied recruitment management and in their study they delved into the importance of transparency and fairness in the hiring process for both candidates and organizations. Their study found that maintaining fairness and transparency in the hiring process is not only about ethical and legal standards, but also has a significant impact on candidate attractiveness and an organization's reputation.

Rynes and Cable (2003) studied recruitment management, in which they emphasized the importance of building good relationships and brand image in the recruitment process. They found that by focusing on the relationships between internal employees and external candidates, optimizing communication channels, and developing a positive brand image, organizations can significantly improve the effectiveness and efficiency of their recruitment processes, resulting in attracting and retaining more talented people. These recommendations are important for organizations to improve their recruitment strategies and enhance their overall competitiveness.

Kristof-Brown et al. (2005) studied recruitment management, focusing on the effects of matching candidates' personalities and values to the job postings on employees' work attitudes and performance. They found that organizational matching of candidates' personalities and values during the recruitment process can increase employee job satisfaction and organizational commitment, which in turn

enhances employee performance. This not only improves overall employee satisfaction and retention, but also increases the overall efficiency and profitability of the organization.

Li and Ma (2005) studied recruitment management and researched and analyzed the current problems and challenges faced by institutions of higher education in talent recruitment work and recruitment management, such as ambiguity of recruitment standards, subjectivity of interview assessment, and lack of standardization of recruitment processes. They found that strengthening the construction of talent team, improving the professionalization of recruitment work, and promoting the internationalization of recruitment work are of great guiding significance for institutions of higher education to improve and perfect their talent recruitment work, recruitment efficiency and recruitment management process.

Wang (2006) studied recruitment management, through research and analysis of procedural human resources in recruitment management problems, "non-procedural effective recruitment", the activation mode of human resources recruitment management under the conditions of the knowledge economy for innovative and so on, explored how to optimize the recruitment process and management strategies to activate and enhance the enterprise's It discusses how to optimize the recruitment process and management strategy to activate and improve the enterprise's human resource recruitment effect.

Qiao (2008) studied recruitment management and analyzed in depth the problem of talent recruitment affecting the survival and development of SMEs in China. He found that improving the talent recruitment mechanism and effective recruitment management methods to retain talent in SMEs are important factors in effectively solving the problems of talent recruitment and effective recruitment management.

Huang and Hu (2008) studied recruitment management and researched and analyzed how companies build their employer brands by constructing employer brand associations, establishing employer images, and demonstrating employer attractiveness during the three stages of campus recruitment. In their study, they

proposed a framework of campus recruitment process based on employer branding to improve the efficiency and quality of campus recruitment.

Li and Wang (2010) studied recruitment management, researched and analyzed the common problems of teacher recruitment in Chinese higher vocational colleges and universities, and put forward suggestions and countermeasures for teacher recruitment in higher vocational colleges and universities. Their study concluded that the recruitment plan should be fully integrated with the school's overall development strategy and medium- and long-term academic discipline construction goals, broaden the recruitment channels, standardize the recruitment procedures, adopt advanced recruitment technology, and continuously improve the recruitment management process, so as to do a good job of recruiting teachers for higher vocational colleges and universities and realize the sustainable development of talent construction.

Ployhart and Moliterno (2011) studied recruitment management, in which they explored the importance of effective recruitment process design and management and revealed the positive impact these improvements have on organizations. Their study found that by carefully designing and managing the recruitment process, organizations can ensure that they attract candidates that match their culture and job requirements, thereby reducing employee turnover and improving employee performance levels. This not only helps to reduce recruitment costs and improve efficiency, but also helps to develop a productive and loyal workforce that drives continued organizational success.

Lei (2011) studied recruitment management, in which she found that network recruitment is the fastest application of network technology in human resource management, and has the advantages of low cost and speed compared with traditional recruitment channels. She studied and analyzed the current situation of online recruitment in China, and made a detailed analysis of the problems from the perspectives of enterprise demand and job seekers, and proposed the countermeasures to the problems from the perspective of improving the legislation and regulations of online recruitment.

Wei (2012) studied recruitment management, which found the importance of human resource management systems for recruitment management and integrated cloud computing into the field of talent acquisition in the hope of using the system to standardize the business process of recruitment management, centralize recruitment information and improve the transparency of the recruitment process. He argues that cloud computing's ease of access and unlimited scalability for networks coincides with the strategic requirements of talent acquisition in the future.

Zhou (2013) studied recruitment management, and his research explored how to integrate recruitment management with the HR strategy of enterprises in order to improve recruitment efficiency and effectiveness. His study found that the close connection between recruitment management and corporate HR strategy, optimizing the recruitment process, formulating a recruitment strategy that matches the corporate strategy, strengthening the application of recruitment data analysis, and continuously improving and innovating recruitment management are measures that can effectively improve the efficiency and effectiveness of recruitment and create greater value for the company.

Huang and Xu (2015) studied recruitment management and examined the problems of solidified thinking concepts, lack of informatization technology and ineffective recruitment management models in the era of big data. Their study found that constantly changing the concept of thinking, developing recruitment information technology and trying to adopt a new mode of social network recruitment to catch up with and adapt to the pace of the big data era is an important way to enhance the role of recruitment management in human resource management, and effectively improve the efficiency and quality of recruitment.

Herman (2015) studied recruitment management and his research emphasized the importance of big data in hiring decisions. Companies can use technology to collect and analyze large amounts of data to support hiring decisions. This data includes not only traditional resume information, but also candidate behavior on social media, online test scores, video interview performance, and more.

Yang (2023b) studied recruitment management, in-depth study of private international schools in a period of transition and change, the opportunities and challenges faced. Her study found that recruitment management serves the human resource management strategy of an enterprise, and ultimately points to achieving a balanced supply of high-performing talents for the organization. Teachers are the key to improving the quality of education and teaching, and they are the core positions of talents in private international schools, so how to optimize and iterate the recruitment of the demanded positions is of great significance in promoting the rapid and stable development of private international schools.

3. Organizational Performance Management Theory

Niven (2002) studied organizational performance management, an in-depth study exploring the application of the balanced scorecard in organizational performance management. His research findings provide a complete performance management system framework for organizations, in-depth discussion of the core principles of the balanced scorecard, implementation steps and methods, strengths and challenges, as well as the future direction of development, providing valuable guidance and reference for the implementation of the balanced scorecard in organizations, as well as providing new ideas and methods for research and practice in the field of performance management.

Wang and Long (2002) studied organizational performance management, examined and analyzed the mature system of performance management in western developed countries and the many discussions on practice. They found that for an organization, perfect performance management helps to achieve a win-win situation for both the organization and individual employees, and elaborated on issues related to performance management: the source and meaning of performance management, the system of performance management, the factors determining employee performance, and the functions of performance management.

Zhong and Shi (2002) studied organizational performance management and analyzed the necessity of managing performance, the basic procedures of organizational performance management and the problems to which they should

pay attention. They found that the core of effective organizational performance management includes a four-part cycle of performance planning, managing performance, performance appraisal and rewarding performance, which is a bottom-up process involving all employees, with the ultimate goal of establishing a corporate performance culture and forming a motivating work atmosphere.

Sun and Wu (2003) studied organizational performance management and explored research on top management teams and organizational performance, strategy, and organizational change. They found that in the fierce market competition, senior leaders are required to operate more as a team, and that different top management team characteristics, operational processes, and different cultural backgrounds have different degrees of influence on top management team performance and organizational performance, and that it is imperative to strengthen the research on top management teams in China.

He (2006) studied organizational performance management and researched the organizational performance management model of higher vocational colleges and universities. His research found that organizational performance objectives are set clearly and specifically, consistent with the overall development strategy of the school; process monitoring focuses on teaching, research, management and other aspects, timely detection of problems and adjustments; results evaluation should be objective and fair, focusing on the combination of quantitative indicators and qualitative evaluation; feedback and improvement should be based on the results of the evaluation and timely adjustment of management strategies. Scientific and effective organizational performance management model effectively promotes the sustainable improvement of organizational performance in higher vocational colleges and universities.

Lu and Zhang (2006) studied organizational performance management and examined and analyzed the relationship between corporate culture and organizational performance and how corporate culture affects organizational performance in two regions, mainland China and Taiwan. Their study found that there is a significant correlation between corporate culture and organizational performance, and that corporate culture, as an internal environmental factor, has a

profound impact on employees' behaviors, attitudes, and values, which in turn affects the overall performance of the organization. Organizations should pay attention to the construction and optimization of corporate culture, and improve the performance level of the organization by shaping a positive corporate culture, clarifying the type and intensity of corporate culture, and paying attention to the dynamic evolution process of corporate culture.

Parmenter (2007) studied organizational performance management and researched and proposed the concept of key performance indicators (KPIs) and their application in organizational performance management. His research found that by closely integrating key performance indicators development with the organization's strategic objectives and establishing a comprehensive set of key performance indicators management system and incentive mechanism, the organization can implement performance management more effectively and improve the overall performance level.

Zhang (2008) studied organizational performance management and researched and analyzed the pay gap within the middle and senior management teams of Chinese listed companies, and the impact of the pay gap of the executive team/employees on the future performance of the organization. He found that the incentive effect of pay gap has lagging effect, appropriate pay gap can motivate employees to improve performance, but too large pay gap will negatively affect the organizational climate and employee behavior, thus reducing organizational performance. Therefore, enterprises need to weigh the incentive effect and the negative impact on the organizational climate when formulating pay policies in order to maintain organizational stability and development.

Daniels and Daniels (2009) studied organizational performance management and delved into how to improve organizational effectiveness by changing employee behavior. His research found that performance management methods such as behavior shaping, goal setting, feedback, rewards and punishments are very important and paid special attention to the role of employee engagement and collaboration in organizational effectiveness improvement, providing practical guidance and suggestions for organizations to help establish effective performance

management systems to improve employee performance and overall organizational effectiveness.

Liu and Xu (2009) studied organizational performance management and examined the competencies required by business organizations in performance management, i.e., the competencies and resources that organizations need to have in order to effectively implement performance management. Their study found that competencies are critical for organizations to achieve their strategic goals, improve overall performance, and cope with the changing market environment. Organizations with higher levels of competencies perform better, and there are interactions between different competencies that affect the level of organizational performance.

Bacal (1998) studied organizational performance management, examining in detail the range of management activities undertaken by organizations to achieve strategic goals, covering goal setting, feedback, evaluation and rewards. His study found a correlation between behavior and results, emphasized the importance of motivation and feedback in performance improvement, and provided organizations with an effective management approach that can help them achieve their performance goals and improve overall performance levels.

Kang and Duan (2011) studied organizational performance management and researched and analyzed the performance management of non-governmental organization in China. Their study found that recommendations for optimizing network structure to enhance non-governmental organization performance management. These include strengthening communication and cooperation among stakeholders, increasing relationship strength and trust, and developing core stakeholders. These suggestions help non-governmental organization better understand and utilize their social network resources to improve performance management.

Sun (2012) studied organizational performance management, in which he emphasized the importance of a behavior-based approach to organizational performance management for employee motivation and performance improvement. His study found that by focusing on employees' specific behaviors and managing performance with a behavioral orientation, employees can be motivated to actively

participate in their work, enhance their motivation and sense of responsibility, and promote their behavioral change and performance enhancement so that they can better contribute to organizational goals.

Zhu (2019) studied organizational performance management and researched and analyzed the empirical research literature of Western scholars on cooperative networks and organizational performance during the past 20 years. Her study found that research on cooperative networks in the field of public management is mainly devoted to explaining the causes of cooperative networks and the effects of cooperative networks on organizational performance and performance management behaviors. A large number of empirical studies in public management have shown that cross-organizational cooperative networks are conducive to improving organizational performance and promoting effective policy implementation.

4. Human Resources Management Theory

Ulrich (1996) studied the theory of human resource management and proposed the concept of "HR value chain", emphasizing that human resource management activities should be directly linked to the value creation process of the organization and create value for the organization. His study concluded that the success of HRM is not only reflected in the welfare and satisfaction of employees, but also, and more importantly, by attracting, developing and motivating talented people, to create higher performance and competitive advantage for the organization.

In the same year, he studied human resources management and proposed the "Four Role Model". This model redefines the roles and positioning of human resource management and emphasizes the key role of human resource management in organizational strategy implementation and change. His research findings have brought new concepts and methodologies to the field of human resource management, and have had a far-reaching impact on driving the practice of human resource management forward.

Guest (2004) examined human resource management and found that effective human resource management requires the establishment of good employee engagement mechanisms and communication channels, the lack of which affects employee motivation and teamwork. His study highlights the importance of employee involvement and communication in HRM and provides practical advice to organizations on how to improve these aspects.

Cheng (2004) studied human resource management and his research examined the relationship between different strategic paradigms and human resource management, the differences in practices and the impact on firm performance. His study found that human resource management practices that match the strategic paradigm can better support the realization of corporate strategy and thus enhance overall corporate performance. It also points out the possible challenges and risks of human resource management practices under different strategic paradigms.

Zhao (2005) studied human resource management and he provided an in-depth analysis and overview of human resource management theories at that time. His study not only sorted out the evolution and development of human resource management, but also explored the relationship between human resource management practices and business performance, as well as the future trends and challenges of human resource management.

Wu (2005) studied the human resource management and researched and analyzed the current situation of human resource management in higher vocational colleges and universities. His study found that the human resource management of higher vocational institutions, as higher education institutions, is characterized by the specificity of the education industry and the complexity of the teaching profession. At the same time, it also faces challenges such as education reform, teacher turnover, and diversification of students' needs. He emphasized that higher vocational institutions can better cope with future challenges and opportunities and achieve sustainable development by strengthening their human resource management and improving their teaching quality and research capacity.

Xu and Ye (2008) studied human resource management and explored and analyzed human resource management and their recent development in non-profit organizations. The study points out that the human resource management of non-profit organizations usually puts more emphasis on the mission, values and social responsibility of the employees due to the specificity of their missions and goals. Non-profit organizations should not only study specific human resource management activities, but also effectively allocate human resources by seeking effective incentive and constraint mechanisms.

Yang (2010) studied the human resource management and researched the application of flexible management in human resource management and its effects. Her study found that flexible management emphasizes employee participation, flexibility, innovation and learning to adapt to the rapidly changing market environment. Through flexible management, companies can cope with uncertainty more effectively, improve employee motivation and innovation, sense of belonging and loyalty satisfaction and performance, and organizations remain agile and adaptive in the face of market changes and competitive pressures.

Zhao (2011) studied human resource management and analyzed how human resource management responded to the changed environment under the influence of multifaceted globalization, the global economic crisis and the low-carbon economy. His study found that the five areas of competency, employee engagement, work-family conflict, employment relationship and cross-cultural management have become new hot topics in current human resource management research. His study summarizes new advances and trends in human resource management and explores key areas such as human resource management effectiveness evaluation and technological innovation.

Zhang and Jiang (2012) studied the human resource management and discussed in depth the construction, implementation and evaluation of the strategic human resource management model of state-owned enterprises. His study found that it has become very urgent and necessary for state-owned enterprises to construct a strategic human resource management model. Emphasizing the orientation of enterprise strategy, it combines human resource management with

enterprise strategy, and promotes the development and competitive advantage of enterprises by formulating and implementing a series of human resource management strategies.

Zhen (2013) studied the human resource management and researched and discussed the problem of college counselor team building from the theoretical perspective of human resource management. His study found that the college counselor team generally has problems such as irrational personnel structure, diverse professional backgrounds, and unclear job responsibilities. These problems have led to the overall ineffectiveness of the counselor team and made it difficult to meet the growing development needs of students. He emphasized that optimizing and improving the selection mechanism, training and development system, job duties and assessment standards, remuneration and promotion mechanism of college counselor team can effectively improve the overall quality and work effectiveness of the counselor team.

Zhang (2014) studied the human resource management and examined the current situation of human resource management on college teachers into and on the future development trend. The study found that college teachers face challenges in career development, job satisfaction, compensation and benefits. Optimizing human resource management for college teachers, improving teacher quality, strengthening teachers' career planning guidance, and promoting teachers' career development are of great significance in promoting the development of college teachers and the construction of the teaching force.

Stone and Deadrick (2015) examined the human resource management and provided an in-depth prospective study of the future of human resource management by delving into the challenges and opportunities that will affect the future of human resource management. They identify and analyze the key factors affecting developments in the field of human resource management, including technological innovation, globalization, demographic changes, organizational evolution, and social and ethical issues. They concluded that with the interplay of technological innovations, globalization trends, demographic changes, organizational

evolution, and social and ethical issues, human resources management faces not only challenges but also potential opportunities.

Liu (2019) studied the human resource management, and his research explored the impact of human resource management on the competitiveness enhancement of enterprises and its mechanism of action. His study found that effective human resource management strategies and practices can significantly enhance the organizational capability, innovation and market responsiveness of enterprises. Through effective human resource planning, firms can better anticipate future talent needs and ensure that they have the right pool of talent at critical moments to cope with market changes and challenges.

Yao (2023) studied human resource management and researched and analyzed the opportunities and challenges faced by enterprise human resource management work in the context of the knowledge economy era. Her research found that improving the scientific and professional nature of human resource management model around employee training, performance appraisal, compensation management and other aspects, and forming a systematic work analysis process can provide strong support for stimulating the enthusiasm of talent work.

Research by many scholars has conclusively demonstrated that effective recruitment management attracts and selects the right talent and continues to motivate these talents to make continuous contributions to the organization; effective performance management systems motivate employees to improve their individual and team performance levels and achieve the organization's strategic goals. Human resource management, as an important guarantee of organizational success, focuses on employee well-being and satisfaction and creates lasting value for the organization by attracting, cultivating and motivating outstanding talents.

In summary, recruitment management, organizational performance management and human resource management are interrelated and mutually reinforcing, constituting the cornerstone for improving recruitment effectiveness. Through theoretical application and practical analysis, it helps to analyze the current situation of recruitment and the main factors affecting the effectiveness of recruitment, find strategies and ways to improve the effectiveness of organizational recruitment, and better introduce and cultivate high-quality teachers who meet the requirements of high-quality development of schools.



Conceptual Framework

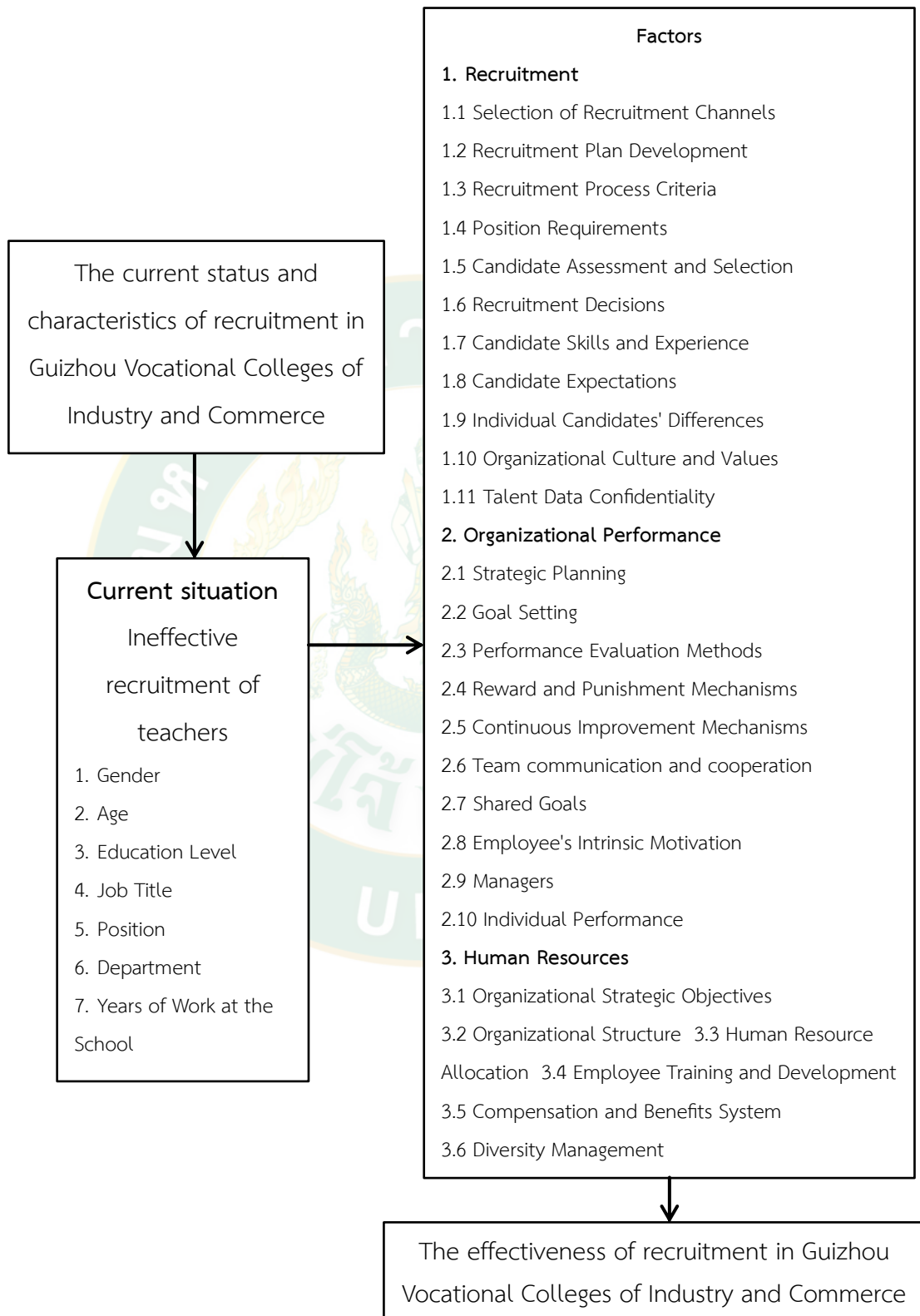


Figure 1 Conceptual Framework

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the rationale for the research methodology used in this study and describes in detail the manner in which the research was conducted and the research process. The main purpose is to clarify the suitability of the research methodology and the rigor of the research process. Information on the study site, sampling procedures and statistical processing of data is also provided.

This study used a quantitative research method to investigate, count and analyze the questionnaire data on the current situation of teacher recruitment and the factors affecting recruitment effectiveness in Guizhou Vocational Colleges of Industry and Commerce, and to develop strategies for improving recruitment effectiveness in Guizhou Vocational Colleges of Industry and Commerce recruitment effectiveness improvement strategy.

The content of this chapter is as follows:

1. Location Of Study
2. Research Method
3. Data Sources
4. Data Collection
5. Data Analysis
6. Data Validity

Location of Study

The location scope of this study is Guizhou Vocational Colleges of Industry and Commerce, located in Guiyang City, Guizhou Province, China. See the figure below.

As shown.



Figure 2 Map of the People's Republic of China

Source: Baidu (2024)



Figure 3 Map of Guizhou Province

Source: Baidu (2024)



Figure 4 Map of Guizhou Vocational Colleges of Industry and Commerce

Source: Baidu (2024)

In 2024, there are 77 higher education institutions in Guizhou Province, among which there are 15 private colleges and universities, and Guizhou Vocational Colleges of Industry and Commerce is one of them, with 6 secondary colleges, 25 majors, more than 15,000 students and 600 teachers.

Its management mode and development speed are representative of private vocational colleges and universities in the region, and it is an ideal location for this study because of its high demand for high-quality teachers and challenges in recruiting and retaining teachers during undergraduate construction, and it provides a real-world case study for examining teacher recruitment practices and their effectiveness.

Research Method

This study adopts quantitative research to statistically analyze the current situation of recruitment, factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce through the method of questionnaire survey, and formulate the enhancement strategies based on the results of data analysis.

The questionnaire was designed using the Likert scale (Likert, 1932), which is a psychological response scale and one of the most commonly used types of total scoring scales to measure ratings of opinions, attitudes, or behaviors. The scale consists of a set of statements with five options attached to each statement: 'Strongly agree', 'Agree', 'Not really', 'Disagree', and 'Strongly Disagree', which were scored as 5, 4, 3, 2, and 1, respectively. The total score for each respondent is the sum of his response scores for each question, and this total score gives an indication of the strength of his attitudes or different opinions.

In this study, the questionnaire was designed mainly for teachers and recruiting staff, and the framework of the questionnaire consisted of the following four main parts:

The first part is the basic information. It mainly includes gender, age, education, title, work department, post, length of service and so on.

The second part is a survey on the current status of existing recruitment work. By investigating the current recruitment process, recruitment channels, recruitment plans, recruitment experience, and the work of recruiters, the current situation of recruitment is reflected.

The third part is the current survey of factors influencing recruitment effectiveness. Factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce can be carried out from 27 factors in three aspects of recruitment management, performance management and human resource management, and it is planned to design 27 topics to investigate the magnitude of the role of each influencing factor in influencing the effectiveness of recruitment.

The fourth part is the evaluation of the improvement of recruitment effectiveness. Evaluation indicators were set up to survey opinions on aspects of recruitment effectiveness enhancement.

This questionnaire is designed using structured questions to design the framework of the questionnaire based on the research questions by analyzing the influencing factors, hoping to answer the research questions through the analysis of the survey data. The questionnaire covers all the influencing factors and then it is done through statistical analysis.

Data Sources

Primary data source: questionnaires to faculty and recruiting staff.

Secondary data source: including reports on relevant existing recruitment practices and effectiveness findings, academic articles, and institutional documents and work requirements of the study schools.

Data Collection

Secondary data: from March 2023 to December 2023, reviewing the relevant literature to understand the research on recruitment practices and effectiveness of recruitment based on previous studies; obtaining information on the official website

about the location of the study site, the implementation of the recruitment process, and the documents of the current system.

Primary data: The primary data for this study were the 600 teachers employed by the school (Employee Roster, Human Resources Department, Guizhou Vocational Colleges of Industry and Commerce, 2024). The survey recipients were selected through random sampling. From September 2024 to January 2025, all active faculty members at the school were assigned identification numbers, from which 252 individuals were randomly selected. Questionnaires were then distributed and data collected online through the school's work management system. The reliability level was taken as 95% and the standard deviation was taken as 5% according to Taro Yamane's sample size calculation formula, according to the calculation formula (Yamane, 1967)

$$n = \frac{N}{1+N (e)^2} \text{ at 95\% of confidence}$$

Where – n= sample size

N=Total population

e=standard error=0.05

So, in this research, the sample size

$$n = \frac{600}{1+600 (0.05)^2} = 240$$

The sample size was calculated to be 240, but it was expected that 252 questionnaires would be distributed.

In order to ensure the reliability of the questionnaire and avoid unnecessary errors during the survey and testing, the questionnaire was pre-tested in a small, representative sample group before official release, the pre-test data were analyzed, problems in the questionnaire were identified, and the questionnaire was revised before releasing it to a large group of research subjects.

The reliability level was taken as 95% and the standard deviation was taken as 10% according to Taro Yamane's sample size calculation formula, according to the calculation formula

$$n = \frac{N}{1 + N(e)^2} \text{ at 95\% of confidence}$$

Where n = sample size

N = Total population

e = standard error = 0.1

So, in this research, the sample size

$$n = \frac{252}{1 + 252(0.1)^2} = 71.5909090909091$$

The pre-test sample size was then calculated to be 72 and 80 questionnaires were expected to be distributed.

Data Analysis

In order to answer the research question, I will use both descriptive statistical analysis and regression analysis to analyze the impact of the influencing factors in the questionnaire on the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce. I will organize the survey data into computer and use SPSS software to analyze the data including mean, median, mode and standard deviation.

1. Mean: the sum of all observations divided by the number of observations, used to indicate the approximate average of the data.
2. Median: the observation in the middle position after the data are sorted by size.
3. Mode: the observation with the highest frequency in the data set. The mean and median are used to describe the centralized trend of the data, and the mode is used to describe the distribution of the data.
4. Standard deviation: the dispersion of the mean of a set of data. A larger standard deviation means that most values are farther from the mean; a smaller standard deviation means that these values are closer to the mean.

Data Validity

The reliability of the data is a measure of whether the questionnaire measures the same phenomenon consistently across time and situations. The validity of the data is a measure of whether the questionnaire effectively measures what it is intended to measure. High reliability means that the results of the questionnaire are consistent and repeatable; high validity means that the results of the questionnaire truly reflect the characteristics being measured, both of which guarantee the reliability and credibility of the research results. To this end, the following measures were taken:

1. Internal consistency reliability: Cronbach's alpha coefficient was used to test the internal consistency of the questionnaire to ensure that the questionnaire has high reliability.

Cronbachs Alpha	N of Items
.964	65

In the present study, the reliability analysis of the questionnaire showed that the Cronbachs α coefficient was 0.964, indicating an extremely high internal consistency of the questionnaire. According to the reliability assessment criteria, a Cronbachs α coefficient above 0.9 is generally considered an extremely high reliability level, meaning that the questionnaire exhibits a high degree of stability and reliability when measuring relevant variables. This result provided a solid reliability basis for the study and ensures a high quality of data collection.

2. Content validity: Three experts were invited to evaluate whether the content of the questionnaire was closely related to the research questions and research objectives. First, the researcher provided the draft questionnaire to the three experts and designed a special feedback form, inviting the experts to rate the questions in the questionnaire one by one (-1 = the question is not relevant to the research objectives, 0 = the question is not relevant or uncertain to the research

objectives, 1 = the question is highly relevant to the research objectives). After scoring, according to the Item-Objective Congruence Index $IOC = \frac{\sum Ri}{N}$ (R_i = rating of a topic by the i th expert, N = total number of experts involved in rating) was calculated for each topic. In general, topics with an IOC value greater than 0.5 were considered relevant to the research objectives and could be retained; topics with an IOC value between 0 and 0.5 needed to be revised or deleted; and topics with an IOC value of less than 0 were usually considered invalid and should be deleted or substantially revised. List the non-compliant questions and invite experts to share their revisions face-to-face and online. The revised questionnaire is sent to the experts again for scoring, and the results are calculated and compared again until agreement is reached to ensure the comprehensiveness and accuracy of the questionnaire content.

3. Surface validity: pre-test the questionnaire in a small, representative sample group before official release, analyze the pre-test data, identify problems in the questionnaire, and modify it before releasing it to a wide range of research subjects.

4. Bias analysis: check the data for systematic bias, such as response bias and social expectation bias.

5. KMO and Bartlett's Test: to examine whether there are common factors among variables and determine whether the data is suitable for factor analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Approx. Chi-Square		19867.153
Bartlett's Test of Sphericity	df	2080
	Sig.	.000

For the validity analysis, the Kaiser-Meyer-Olkin (KMO) value was 0.912, the Bartlett sphericity test was 19867.153, the degree of freedom was 2080, and the significance level (Sig.) was 0.000. The KMO values greater than 0.7 are generally considered suitable for factor analysis, while the KMO value in this study was 0.912, indicating that the data structure is suitable for exploratory factor analysis. Moreover, the significance level of the Bartlett sphericity test was 0.000, which further verified the correlation between the variables in the data and was suitable for factor analysis.



CHAPTER 4

DATA ANALYSIS OF RESEARCH RESULTS

Introduction

This study used a quantitative research method, descriptive statistical analysis and questionnaires to study the effectiveness of recruitment on Guizhou vocational colleges of industry and commerce. This chapter focuses on interpreting and reporting results that address the research questions and data collection. It will answer all questions.

1. What is the current of recruitment in Guizhou vocational colleges of industry and commerce?
2. What are the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce?
3. How to improve the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce?

The total number of valid questionnaires was 252. These questionnaires were collected from the 600 teachers employed at the Guizhou Vocational Colleges of Industry and Commerce.

Research Results

According to the questionnaire, the first part is the basic data survey, including 7 questions, and the results of the survey are shown in table 3-9 below. The second part is an analysis of the current recruitment situation and the most important factors affecting the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce, with 11 questions and 27 questions respectively. The results of the analysis are shown in tables 10-21 and 22-47 below. The third part has 27 questions and the results are shown in table 48-74 below. This is the analysis of the indicators for improving recruitment effectiveness in Guizhou Vocational

Colleges of Industry and Commerce. The last part is an explanation of the open-ended questions in the questionnaire.

Basic information analysis analysis

Table 1 Gender

NO.	gender	Respondents	Percentage (%)
1	Male	92	36.51
2	Female	160	63.49
	Total	252	100

According to table 3, 36.51% accounted for men and 63.49% for women, indicating that there were more female participants than men in this survey.

Table 2 Age

NO.	Age groups	Respondents	Percentage (%)
1	20-25 years	6	2.38
2	26-30 years	62	24.60
3	31-35years	84	33.33
4	36-45years	84	33.33
5	46 years and over	16	6.35
	Total	252	100

As shown in table 4, the age group of 20-25 years has the lowest percentage with only 2.38%, the age group of 26-30 years accounted for 24.60%. The age groups of 31-35 years accounted for 33.33%, and 36-45 years accounted for 33.33%, have the highest percentage. The percentage of 46 years and above is 6.35%. That shows the age group of 31-35 years and 36-45 years has the largest number of respondents.

Table 3 Education Level

NO.	Education Level	Respondents	Percentage (%)
1	Specialty and below	1	0.40
2	Bachelors Degree	180	71.43
3	Masters	71	28.17
4	PhD	0	0
Total		252	100

Table 5 showed that the proportion of respondents with college degree or below was the lowest, only 0.40%, respondents with bachelors degrees had the highest proportion, reaching 71.43%, This was followed by respondents with masters degrees, accounting for 28.17 percent, and no one with PhD.

Table 4 Academic Rank

NO.	Academic Rank	Respondents	Percentage (%)
1	Assistant	139	55.16
2	Lecturer	91	36.11
3	Associate Professor	21	8.33
4	Professor	1	0.40
Total		252	100

Table 6 showed that assistant has the highest percentage of 55.16%, lecturer has 36.11%, associate professor has 8.33% and professor has only 0.40%.

Table 5 Position

NO.	Position	Respondents	Percentage (%)
1	Academic	118	46.83
2	Support Academic	134	53.17
Total		252	100

Table 7 showed that 46.83% of respondents held academic positions, while 53.17% supported academic positions.

Table 6 Department

NO.	Department	Respondents	Percentage (%)
1	Academic Departments	125	49.60
2	Administrative Departments	121	48.02
3	Human Resources	6	2.38
Total		252	100

As shown in table 8, 49.60% of the respondents belonged to the academic department, 48.02% to the administrative department and only 2.38% were from the human resource department.

Table 7 How long have You been Working at This School

NO.	How long have You been Working at This School	Respondents	Percentage (%)
1	Less than 1 year	13	5.16
2	1-3 years	55	21.83
3	4-6 years	52	20.63
4	7-10 years	70	27.78
5	11 years and above	62	24.60
Total		252	100

Table 9 showed that 5.16% have been working at the school for less than 1 year, 21.83% for 1-3 years, 20.63% for 4-6 years, 27.78% for 7-10 years, and 24.60% for 11 years and above.

From the above analysis, it can be seen that among the 252 teachers surveyed, females were the main participants, and their ages were mainly concentrated in 26-30, 31-35, and 36-45 years old, with a predominance of young and middle-aged groups. Respondents mainly had bachelor's and master's degrees, and their academic rank were mainly assistants and lecturers, with a lack of higher education and higher titles. The distribution of academic positions and departments was relatively balanced, with the highest proportion of participants working for more than seven years and more stable personnel.

The study of the current situation of recruitment and the most important factors affecting recruitment results at Guizhou Vocational College of Industry and Commerce

This part mainly investigates and analyzes 11 factors of the current situation of recruitment and 27 factors affecting the effectiveness of recruitment in Guizhou College of Commerce and Industry Vocational and Technical Sciences from the actual perception of teachers.

The questions were analyzed in 5 degrees, i.e., strongly disagree, disagree, neutral, agree, and strongly agree. The scores were 1, 2, 3, 4 and 5. Therefore, the results are shown in the table below.

1) The Table 10-20 present an analytical survey of the current state of recruitment practices.

Table 8 Do you think the school's recruitment channels are effective in attracting candidates?

	Degree	Respondents	Percentage (%)
1	strongly disagree	60	23.81
2	disagree	67	26.59
3	neutral	84	33.33
4	agree	26	10.32
5	strongly agree	15	5.95
Total		252	100

From table 10 , 5.95% of the respondents chose to strongly agree, 10.32% chose to agree, 33.33% chose to be neutral, 26.59% chose to disagree, and 23.81% chose to strongly disagree on the aspect of the school's recruitment channels being effective in attracting candidates.

Table 9 Do you think that the school's recruitment plan is developed in a way that is clear, unambiguous and in line with the school's actual needs?

	Degree	Respondents	Percentage (%)
1	strongly disagree	48	19.05
2	disagree	81	32.14
3	neutral	73	28.97
4	agree	36	14.29
5	strongly agree	14	5.56
Total		252	100

As can be seen from table 11, 5.56% of the respondents chose strongly agree, 14.29% chose agree, 28.97% chose neutral, 32.14% chose disagree, and 19.05% chose strongly disagree that the school's hiring plan is clear and meets the school's actual needs.

Table 10 Do you think the recruitment process (interview stages, screening methods, etc.) is consistent across different positions at the school?

	Degree	Respondents	Percentage (%)
1	strongly disagree	59	23.41
2	disagree	99	39.29
3	neutral	60	23.81
4	agree	25	9.92
5	strongly agree	9	3.57
	Total	252	100

According to table 12, 3.57% of the respondents chose to strongly agree, 9.92% chose to agree, 23.87% chose to be neutral, 39.29% chose to disagree, and 23.41% chose to strongly disagree, with regard to the consistency of the hiring process for different positions in the school.

Table 11 Do you think the job requirements of the school's job postings are clear and unambiguous?

	Degree	Respondents	Percentage (%)
1	strongly disagree	20	7.94%
2	disagree	59	23.41%
3	neutral	65	25.79%
4	agree	77	30.56%
5	strongly agree	31	12.30%
	Total	252	100

As can be seen from table 13, 12.30% of the respondents chose to strongly agree, 30.56% chose to agree, 25.79% chose to be neutral, 23.41% chose to disagree, and 7.94% chose to strongly disagree with regard to the clear and unambiguous job requirements in the school's job posting.

Table 12 Do you think the school's methods of evaluating and selecting candidates (interviews, tests, background checks, etc.) are thorough and fair?

	Degree	Respondents	Percentage (%)
1	strongly disagree	29	11.51
2	disagree	71	28.25
3	neutral	80	31.67
4	agree	52	20.63
5	strongly agree	20	7.94
	Total	252	100

Table 14 illustrates that 7.94% of the respondents chose to strongly agree, 20.63% chose to agree, 31.67% chose to be neutral, 28.25% chose to disagree, and 11.51% chose to strongly disagree in terms of the school's method of evaluating and selecting candidates in a comprehensive and fair manner.

Table 13 Do you think the school's recruitment decision-making process is transparent and based on data support?

	Degree	Respondents	Percentage (%)
1	strongly disagree	51	20.08
2	disagree	62	24.68
3	neutral	67	26.59
4	agree	45	18.10
5	strongly agree	27	10.56
	Total	252	100

As shown in table 15, 10.56% of the respondents chose Strongly Agree, 18.01% chose Agree, 26.59% chose Neutral, 24.68% chose Disagree, and 20.08% chose Strongly Disagree with regard to the transparency of hiring decision-making process in the school, which is based on data support.

Table 14 Do you think the skills and experience of the school's newly recruited employees match the requirements of the position?

	Degree	Respondents	Percentage (%)
1	strongly disagree	29	11.51
2	disagree	50	19.84
3	neutral	70	27.78
4	agree	72	28.57
5	strongly agree	31	12.30
	Total	252	100

As shown in table 16, 12.30% of the respondents chose to strongly agree, 28.57% chose to agree, 27.78% chose to be neutral, 19.84% chose to disagree, and 11.51% chose to strongly disagree, on the question of whether or not the skills and experience of the newly recruited employees in the school are in line with the requirements of the position.

Table 15 Do you think the actual opportunities offered by the school match the candidate's expectations (salary, career advancement, etc.)?

	Degree	Respondents	Percentage (%)
1	strongly disagree	105	41.67
2	disagree	80	31.75
3	neutral	42	16.67
4	agree	17	6.74
5	strongly agree	8	3.17
	Total	252	100

According to table 17, 3.17% of the respondents chose Strongly Agree, 6.74% chose Agree, 16.67% chose Neutral, 31.75% chose Disagree, and 41.67% chose Strongly Disagree with regard to the actual opportunities provided by the school in terms of meeting the expectations of the candidates.

Table 16 Do you think the school adequately considers individual differences in candidates during the hiring process (diversity of backgrounds, unique skills, etc.)?

	Degree	Respondents	Percentage (%)
1	strongly disagree	26	10.32
2	disagree	43	17.06
3	neutral	76	30.48
4	agree	67	26.43
5	strongly agree	40	15.71
	Total	252	100

According to table 18, 15.71% of the respondents chose to strongly agree, 26.43% of the respondents chose to agree, 30.48% of the respondents chose to be neutral, 17.06% of the respondents chose to disagree, and 10.32% of the respondents chose to strongly disagree, with regard to the school's ability to adequately take into account the individual differences of the candidates in the recruitment process.

Table 17 Do you think the organizational culture and values of the school will attract candidates?

	Degree	Respondents	Percentage (%)
1	strongly disagree	37	14.68
2	disagree	48	19.05
3	neutral	51	20.24
4	agree	75	29.76
5	strongly agree	41	16.27
Total		252	100

According to table 19, 16.27% of the respondents chose to strongly agree, 29.76% chose to agree, 20.24% chose to be neutral, 19.05% chose to disagree, and 16.68% chose to strongly disagree, with regard to the organizational culture and values of the school in attracting candidates.

Table 18 Do you think the school's handling of candidates' personal data during the recruitment process is secure?

	Degree	Respondents	Percentage (%)
1	strongly disagree	15	5.95
2	disagree	21	8.34
3	neutral	75	29.76
4	agree	82	32.54
5	strongly agree	59	23.41
Total		252	100

As can be seen from table 19, on the aspect that the handling of personal data of candidates in the recruitment process in school is safe, 23.41% of the respondents chose to strongly agree, 32.54% chose to agree, 29.76% chose to be neutral, 8.34% chose to disagree, and 5.95% chose to strongly disagree.

Therefore, based on the analysis results from tables 10–20, we can address the first research question: the current recruitment practices at Guizhou Vocational College of Industry and Commerce are ineffective, with low recruitment performance. According to table 17, 73.41% of respondents believe that the opportunities actually provided by the college. The most ineffective is the expectations, such as salary and career development.

Then, in table 12, 62.70% of respondents indicate that the recruitment processes for different positions (e.g., interview stages and selection methods) are inconsistent. Next, the table 11 shows that 51.19% of respondents believe that the recruitment plans are unclear, lack precision, and fail to meet the actual needs of the college. After that, table 10 reveals that 50.40% of respondents think the college's recruitment channels are not effective in attracting candidates.

After that, table 15 indicates that 44.76% of respondents believe the recruitment decision-making process lacks transparency and is not supported by data. Also, table 14 highlights that 39.76% of respondents feel the methods used to evaluate and select candidates (e.g., interviews, tests, and background checks) are neither comprehensive nor fair.

However, table 20 shows that 55.95% of respondents believe the college handles candidates' personal data securely during the recruitment process. Then, the table 19 reveals that 46.03% of respondents find the college's organizational culture and values appealing to candidates. Next, table 13 indicates that 42.84% of respondents agree that the job responsibilities and requirements in recruitment postings are clearly defined.

Furthermore, table 18 shows that 42.14% of respondents believe the college adequately considers individual differences among candidates during the recruitment process. Then, according to table 16, 40.87% of respondents think the skills and experience of newly hired employees match the requirements of the positions.

2) Tables 21-47 present the main factors affecting recruitment effectiveness.

Table 19 Do you think that diverse and effective recruiting channels have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	4	1.59
2	disagree	5	1.98
3	neutral	22	8.73
4	agree	101	40.08
5	strongly agree	120	47.62
	Total	252	100

The results in table 21 show that most respondents strongly agreed (40.08%) or agreed (47.62%) that diverse and effective recruitment channels have a significant impact on recruitment results, while a smaller proportion of respondents remained neutral (8.73%), and only a very small number of respondents strongly disagreed (1.98%) or disagreed (1.59%).

Table 20 Do you think a comprehensive and practical recruitment plan has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	1	0.40
2	disagree	5	1.98
3	neutral	30	11.90
4	agree	95	37.70
5	strongly agree	121	48.02
	Total	252	100

According to the data in table 22, a comprehensive and practical recruitment plan has a significant impact on recruitment results, and most respondents agree or strongly agree with this statement. Specifically, 48.02% of respondents chose strongly agree, 37.70% chose agree, 11.90% of respondents choose to be neutral, 1.98% of respondents chose disagree, and 0.4% of respondents chose strongly disagree. This highlights the importance of a comprehensive and practical recruitment plan to ensure recruitment success.

Table 21 Do you think clear recruitment process standards have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	2	0.79
2	disagree	4	1.59
3	neutral	19	7.54
4	agree	97	38.49
5	strongly agree	130	51.59
	Total	252	100

According to the data in table 23, the vast majority of respondents either strongly agreed or agreed that clear recruitment process standards have a significant impact on recruitment efficiency, with 51.59% of respondents strongly agreeing, 38.49% agreeing, 7.54% neutral, 1.59% disagreeing, and 0.79% strongly disagreeing. This shows that respondents generally agree that clear recruitment standards are important for improving the efficiency and effectiveness of the recruitment process.

Table 22 Do you think clear position requirements have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	20	7.94
3	neutral	71	28.17
4	agree	82	32.54
5	strongly agree	74	29.37
Total		252	100

Table 24 shows that most respondents either strongly agree or agree that clarifying job requirements has a significant impact on recruitment effectiveness. Specifically, 29.37% chose strongly agree, 32.54% chose agree, and 28.17% of respondents chose neutral. Only 7.94% chose disagree, and 1.98% are strongly strongly disagree. This shows that respondents generally agree that the clarity of job requirements is crucial for effective recruitment.

Table 23 Do you think a scientific approach to candidate assessment and selection has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	9	3.57
3	neutral	34	13.49
4	agree	118	46.83
5	strongly agree	86	34.13
Total		252	100

Table 25 shows that a scientific approach to candidate assessment and selection has a significant impact on the effectiveness of recruitment. More than one-third (34.13%) strongly agreed, and nearly half (46.83%) agreed. Only a very small

number disagreed (3.57%) or strongly disagreed (1.98%), while some were neutral (13.49%). This shows that the respondents generally believe in the importance of a scientific approach to effective recruitment.

Table 24 Do you think a transparent recruitment decision-making process has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	7	2.78
3	neutral	28	11.11
4	agree	129	51.19
5	strongly agree	83	32.94
Total		252	100

Table 26 shows that most respondents either agree or strongly agree that a transparent recruitment decision-making process has a significant impact on recruitment effectiveness. Of these, 32.94% chose strongly agree, 51.19% chose agree, 11.11% were neutral, and only a small proportion chose disagree (2.78%) and strongly disagree (1.98%).

Table 25 Do you think the alignment between a candidate's skills and experience with the position requirements has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	2	0.79
3	neutral	96	38.10
4	agree	81	32.15
5	strongly agree	68	26.98
Total		252	100

The results in table 27 show that respondents generally believe that the match between the candidate and the job requirements is one of the important factors affecting the effectiveness of recruitment. 26.98% strongly agree, and 32.15% of the respondents agree. 38.10% of the respondents are neutral, while a minority disagree (0.79%) or strongly disagree (1.98%).

Table 26 Do you think the alignment between a candidate's expectations and the position has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	3	1.20%
2	disagree	2	0.79%
3	neutral	30	11.90%
4	agree	93	36.90%
5	strongly agree	124	49.21%
	Total	252	100

Table 28 data shows that most respondents agree (36.90%) or strongly agree (49.21%) that the match between candidate expectations and the position has a significant impact on recruitment results. Only 11.90% of respondents were neutral, 0.79% disagreed, and 1.20% strongly disagreed.

Table 27 Do you think paying attention to candidates' individual differences has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	48	19.13
2	disagree	70	27.86
3	neutral	82	32.38
4	agree	33	13.09
5	strongly agree	19	7.54
	Total	252	100

As can be seen from the data in table 29, a small proportion of respondents agreed or strongly agreed that personal differences affect recruitment, with 7.54% agreeing and 13.09% strongly agreeing. Some respondents held neutral views, accounting for 32.38%. Most respondents disagreed (27.86%) or strongly disagreed (19.13%).

Table 28 Do you think the alignment between a candidate and the organization's culture and values has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	2	0.79
3	neutral	32	12.71
4	agree	97	38.49
5	strongly agree	116	46.03
	Total	252	100

Table 30 data shows that most respondents either agree (38.49%) or strongly agree (46.03%) that the degree of alignment between a candidate's and an organization's culture and values has a significant impact on recruitment outcomes, while a smaller proportion of respondents are neutral (12.71%), disagree (0.79%) or strongly disagree (1.98%). This indicates that there is general agreement that cultural and value alignment is important in the recruitment process.

Table 29 Do you think the confidentiality of candidates' personal data has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	20	7.94
2	disagree	23	9.12
3	neutral	98	38.89
4	agree	60	23.81
5	strongly agree	51	20.24
	Total	252	100

As can be seen from the results in table 31, it can be seen that the vast majority of respondents either agree (23.81%) or strongly agree (20.24%) that the confidentiality of candidates' personal data has a significant impact on recruitment results. However, the number of respondents who are neutral is also significant, accounting for 38.89%, while only a small number of respondents disagree (9.12%) or strongly disagree (7.94%) with this view.

Table 30 Do you think alignment between recruitment goals and organizational strategic planning has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	22	8.73
3	neutral	96	38.10
4	agree	79	31.35
5	strongly agree	50	19.84
	Total	252	100

The results in table 32 show that most respondents either agreed (31.35%) or strongly agreed (19.84%) that the consistency of recruitment objectives with organizational strategic planning has a significant impact on recruitment effectiveness, but there were also a significant number of respondents who took a neutral stance (38.10%), and a smaller proportion who disagreed (8.73%) or strongly disagreed (1.98%).

Table 31 Do you think the clarity and achievability of recruitment goals have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	11	4.37
3	neutral	50	19.84
4	agree	97	38.49
5	strongly agree	89	35.32
	Total	252	100

The results in table 33 show that most respondents believe that the clarity and achievability of recruitment goals have a significant impact on recruitment effectiveness. 35.32% of respondents strongly agree, while 38.49% agree. There are relatively small proportions of respondents who hold neutral attitudes (19.84%), disagree (4.37%) or strongly disagree (1.98%).

Table 32 Do you think a scientific performance evaluation method has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	47	18.52
2	disagree	46	18.25
3	neutral	77	30.68
4	agree	50	19.84
5	strongly agree	32	12.71
	Total	252	100

Table 34 shows that some respondents either agree or strongly agree that scientific performance assessment methods have a significant impact on recruitment, with 19.84% agreeing and 12.71% strongly agreeing. No respondents were neutral (30.68%), while some chose to disagree (18.25%) or strongly disagree (18.52%).

Table 33 Do you think an effective reward and punishment mechanism after recruitment has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	26	10.32
2	disagree	31	12.30
3	neutral	113	44.84
4	agree	60	23.81
5	strongly agree	22	8.73
	Total	252	100

Table 3 shows that the vast majority of respondents (44.84%) were neutral about the significant impact of an effective reward and punishment mechanism after recruitment. Among other opinions, 8.73% of respondents strongly agreed, 23.81% agreed, 10.32% strongly disagreed, and 12.30% were neutral.

Table 34 Do you think the continuous improvement mechanism during the recruitment process has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	56	22.22
2	disagree	88	34.92
3	neutral	50	19.84
4	agree	35	13.89
5	strongly agree	23	9.13
	Total	252	100

The results of table 36 show that most respondents either disagreed (34.92%) or strongly disagreed (22.22%) that the continuous improvement mechanism in the recruitment process has a significant impact on the recruitment results. The proportion of respondents who were neutral was 19.84%, and the proportion of those who agreed (13.89%) or strongly agreed (9.13%) was small.

Table 35 Do you think effective communication and collaboration among team members have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	4	1.79
3	neutral	30	11.91
4	agree	97	38.49
5	strongly agree	116	45.83
	Total	252	100

Table 33 shows that the vast majority of respondents either agreed (38.49%) or strongly agreed (45.83%) that effective communication and collaboration among team members had the greatest impact on recruitment effectiveness, highlighting the

key role these factors play in the recruitment process. The proportion of respondents who were neutral was 11.91%, and the proportions of those who disagreed (1.79%) and strongly disagreed (1.98%) were very small.

Table 36 Do you think alignment of goals between the recruitment team and the hiring department has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	1	0.40
3	neutral	18	7.14
4	agree	109	43.26
5	strongly agree	119	47.22
	Total	252	100

As can be seen from the results in table 38, the consistency of goals between the recruitment team and the hiring department has a significant impact on the recruitment results, and the vast majority of participants agree with this. Specifically, 43.26% of respondents selected agree and 47.22% selected strongly agree, 7.14% selected neutral, and a very small proportion selected disagree (0.40%) or strongly disagree (1.98%).

Table 37 Do you think focusing on employees' intrinsic motivation factors during the recruitment process has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	40	15.95
2	disagree	46	18.34
3	neutral	75	29.60
4	agree	49	19.44
5	strongly agree	42	16.67
Total		252	100

According to the data in table 39, more than one-third of the respondents agreed (19.44%) or strongly agreed (16.67%) that paying attention to intrinsic motivators in the recruitment process would have a positive impact on recruitment effectiveness. Some respondents (29.60%) were neutral. In addition, some respondents disagreed (18.34%) and strongly disagreed (15.95%).

Table 38 Do you think the role and influence of managers during the recruitment process have the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	18	7.14
2	disagree	31	12.30
3	neutral	94	37.30
4	agree	60	23.81
5	strongly agree	49	19.45
Total		252	100

The results in table 40 show that nearly half of the respondents were neutral about the impact of the manager's role and influence on the recruitment process, with 23.81% agreeing and 19.45% strongly agreeing. The number of respondents

who chose a neutral attitude was 37.30%, which is more than one-third. A small number of respondents disagreed (12.30%) or strongly disagreed (7.14%).

Table 39 Do you think the completion of individual performance during the recruitment process has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	18	7.14
2	disagree	32	12.70
3	neutral	80	31.75
4	agree	67	26.59
5	strongly agree	55	21.82
	Total	252	100

As can be seen from the results in table 41, a significant proportion of respondents either agreed (26.59%) or strongly agreed (21.82%) that the completion of personal performance in the recruitment process has a significant impact on the recruitment results. A relatively high proportion of respondents (31.75%) chose the neutral opinion. A small proportion of participants either disagreed (12.7%) or strongly disagreed (7.148%).

Table 40 Do you think aligning recruitment goals with organizational strategic goals has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	8	3.17
2	disagree	13	5.17
3	neutral	90	35.71
4	agree	85	33.73
5	strongly agree	56	22.22
	Total	252	100

The results in table 42 show that the alignment of recruitment objectives with organizational strategic objectives has a significant impact on recruitment effectiveness. Specifically, most respondents either agreed (33.73%) or strongly agreed (22.22%), while a portion of respondents were neutral (35.71%). Only a small proportion of respondents disagreed (5.17%) and strongly disagreed (3.17%).

Table 41 Do you think a reasonable Organizational structure has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	7	2.78
2	disagree	21	8.33
3	neutral	66	26.19
4	agree	74	29.37
5	strongly agree	84	33.33
	Total	252	100

Table 43 shows that most respondents either agreed (29.37%) or strongly agreed (33.33%) that a reasonable organizational structure has a significant impact on recruitment effectiveness, while a minority either disagreed (8.33%) or strongly disagreed (2.78%), and some were neutral (26.19%).

Table 42 Do you think that reasonable human resource allocation is the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	22	8.73
2	disagree	30	11.90
3	neutral	72	28.57
4	agree	76	30.17
5	strongly agree	52	20.63
	Total	252	100

As can be seen from table 44, most respondents either agreed or strongly agreed that reasonable human resource allocation is an important factor affecting recruitment results, with 30.17% agreeing and 20.63% strongly agreeing. Neutral responses accounted for 28.57%, while a minority either disagreed (11.9%) or strongly disagreed (8.73%).

Table 43 Do you think that a well-developed employee training and development system is the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	35	13.89
2	disagree	37	14.68
3	neutral	88	34.92
4	agree	56	22.22
5	strongly agree	36	14.29
	Total	252	100

Table 45 shows that more than one-third of the respondents agree or strongly agree that a sound employee training and development system has a significant impact on recruitment results. 22.22% of the respondents agree, and 14.29% strongly agree. Similarly, more than one-third of the respondents are neutral, accounting for 34.92%. The proportions of respondents who disagree or strongly disagree are 14.68% and 13.89% respectively.

Table 44 Do you think that a competitive compensation and benefits system is the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	1	0.40
3	neutral	13	5.16
4	agree	101	40.08
5	strongly agree	132	52.38
Total		252	100

As can be seen from the results in table 46, most respondents either agreed or strongly agreed that a competitive compensation and benefits system is an important factor affecting recruitment results. Specifically, 40.08% agreed, 52.38% strongly agreed, a small number of people were neutral (5.16%), and a small number disagreed (0.40%) or strongly disagreed (1.98%).

Table 45 Do you think focusing on diversity management has the most important impact on recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	25	9.92
2	disagree	42	16.67
3	neutral	104	41.27
4	agree	44	17.46
5	strongly agree	37	14.68
Total		252	100

As can be seen from table 47, the vast majority of respondents (41.27%) were neutral about the significant impact of diversity management on recruitment. Some respondents agreed (17.46%) or strongly agreed (14.68%), while others disagreed (16.67%) or strongly disagreed (9.92%).

Therefore, based on the conclusions from tables 21–47 regarding the most critical factors influencing the recruitment effectiveness of Guizhou Vocational College of Industry and Commerce, the second research question can be addressed. The most primary factors is competitive compensation and benefits system as shown in table 46, 92.46% of respondents.

Then, table 38 shows that 90.48% of respondents considered the alignment of shared goals between the recruitment team and hiring departments. Also, table 23 reveals that 90.08% of respondents regarded clear recruitment process standards. After that, the table 21 demonstrates that 87.70% of respondents emphasized the significance of diverse and effective recruitment channels.

Similarly, the table 28 shows that 86.11% of respondents considered the alignment between candidates' expectations and job positions as the most important factor. Even more, table 22 indicates that 85.71% of respondents believed that comprehensive and feasible recruitment plans had the greatest impact on recruitment effectiveness.

Additionally, table 37 reveals that 84.32% of respondents highlighted the importance of effective communication and collaboration among team members for recruitment success. Above all, table 30 indicates that 84.52% of respondents believed that alignment between candidates and organizational culture and values was critical for recruitment effectiveness.

Then, table 26 shows that 84.13% of respondents regarded transparent recruitment decision-making processes as important. Next, table 25 indicates that 80.95% of respondents viewed scientific candidate evaluation and selection methods as critical for recruitment outcomes.

Furthermore, Table 33 shows that 73.81% of respondents considered the clarity and achievability of recruitment goals as essential for recruitment effectiveness. Moreover, table 43 indicates that 62.70% of respondents believed that a reasonable organizational structure was important. In addition, table 24 reveals that 61.90% of respondents regarded clear job requirements as a significant factor.

After that, table 27 demonstrates that 59.13% of respondents emphasized the importance of matching candidates' skills and experience with job requirements. Then, table 42 shows that 55.59% of respondents considered the alignment of recruitment goals with organizational strategic objectives as critical. Next, table 32 reveals that 51.19% of respondents viewed the alignment of recruitment goals with organizational strategic planning as significant.

Furthermore, table 44 indicates that 50.80% of respondents believed that reasonable human resource allocation played an important role in recruitment outcomes. In addition, table 41 shows that 48.41% of respondents considered the completion of individual performance goals during the recruitment process to be important. Then, table 31 reveals that 44.05% of respondents highlighted the significance of safeguarding candidates' personal data.

In addition, table 40 indicates that 43.26% of respondents emphasized the role and influence of managers in the recruitment process. Then, table 45 reveals that 36.51% of respondents considered a well-developed employee training and development system to be significant. Also, table 39 shows that 36.11% of respondents regarded focusing on employees' intrinsic motivational factors during recruitment as important.

However, table 35 indicates that 44.84% of respondents had limited understanding of the impact of effective post-recruitment reward and punishment mechanisms on recruitment outcomes. Then, table 47 shows that 41.27% of respondents were uncertain about the influence of emphasizing diversity management on recruitment effectiveness.

Nevertheless, table 36 reveals that 57.14% of respondents believed that continuous improvement mechanisms in the recruitment process were not significant. Then, table 29 shows that 46.99% of respondents considered the focus on employees' intrinsic motivational factors during recruitment to have little impact. Also, table 34 indicates that 36.78% of respondents regarded scientific performance evaluation methods as having limited influence on recruitment effectiveness.

3) Tables 48-74 present the study to improve the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce

This part focuses on the feedback from teachers, and investigates and analyzes the 27 factors that improve the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce.

The questions are analyzed according to five levels: “strongly disagree,” “disagree,” “neutral,” “agree,” and “strongly agree.” The scoring standards are 1, 2, 3, 4, and 5, respectively. Therefore, the results are shown in the table below.

Table 46 Do you think that choosing diverse and effective recruitment channels can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	2	0.79
3	neutral	24	9.52
4	agree	106	42.00
5	strongly agree	115	45.70
Total		252	100

According to table 48, the majority of respondents believe that diverse and effective recruitment channels can improve recruitment efficiency. Among them, 42.00% of respondents chose agree, and 45.70% selected strongly agree. Neutral responses accounted for 9.52%, while only a small percentage expressed disagree (0.79%) or strongly disagree (1.98%).

Table 47 Do you think that developing a detailed and feasible recruitment plan can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	9	3.57
3	neutral	32	12.70
4	agree	98	38.95
5	strongly agree	108	42.80
Total		252	100

The data from table 49 shows that the majority of respondents agree or strongly agree that developing a detailed and feasible recruitment plan can enhance recruitment efficiency. Specifically, 38.95% of respondents agreed, and 42.8% strongly agreed. A small portion of respondents were neutral (12.70%), 3.57% disagree, and 1.98% strongly disagreed.

Table 48 Do you think that having clear recruitment process standards can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	5	1.98
3	neutral	30	11.90
4	agree	114	45.27
5	strongly agree	98	38.86
Total		252	100

Table 50 shows that most respondents believe that clearly defined recruitment process standards can improve recruitment efficiency. Specifically, 45.27% of respondents agreed, and 38.86% strongly agreed. A small number of respondents were neutral (11.90%), disagree (1.98%) or strongly disagreed (1.98%).

Table 49 Do you think that having clear job requirements can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	12	4.76
3	neutral	56	22.22
4	agree	99	39.29
5	strongly agree	80	31.75
Total		252	100

The results in table 51 show that most respondents either agreed or strongly agreed that clear job requirements can improve recruitment efficiency. Specifically, 39.29% of respondents agreed, and 31.75% strongly agreed. Some respondents were neutral (22.22%); 4.76% disagreed, and 1.98% strongly disagreed.

Table 50 Do you think that using scientific candidate assessment and selection methods can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	3	1.19
2	disagree	5	1.98
3	neutral	55	21.83
4	agree	99	39.29
5	strongly agree	90	35.71
Total		252	100

The survey results in table 52 show that a majority of respondents agree or strongly agree that using scientific candidate assessment and selection methods can improve recruitment effectiveness, with 39.29% agreeing and 35.71% strongly agreeing. 21.83% remain neutral, and only a small minority disagree or strongly disagree with this statement, accounting for 1.98% and 1.19% respectively.

Table 51 Do you think that a transparent recruitment decision-making process can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	3	1.19
2	disagree	5	1.98
3	neutral	43	17.06
4	agree	101	40.09
5	strongly agree	100	39.68
	Total	252	100

The data from table 53 shows that the majority of respondents believe that a transparent recruitment decision-making process can enhance recruitment efficiency. Specifically, 40.09% of respondents agreed, and 39.68% strongly agreed. A smaller portion of respondents were neutral (17.06%), disagreed (1.98%), or strongly disagreed (1.19%).

Table 52 Do you think that aligning candidates' skills and experience with job requirements can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	11	4.37
2	disagree	13	5.16
3	neutral	52	20.63
4	agree	100	39.68
5	strongly agree	76	30.16
	Total	252	100

From table 54, it can be observed that the majority of respondents believe that matching candidates' skills and experience with job requirements can improve recruitment efficiency. Specifically, 39.68% of respondents agreed, and 30.16%

strongly agreed, 20.63% of respondents were neutral. Only 5.16% disagreed or 4.37% strongly.

Table 53 Do you think that matching candidates' expectations with the job can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	1	0.40
2	disagree	5	1.98
3	neutral	25	9.92
4	agree	110	43.81
5	strongly agree	111	43.89
	Total	252	100

From table 55, it can be observed that the majority of respondents believe that matching candidates' skills and experience with job requirements can improve recruitment efficiency. Specifically, 43.81% of respondents agreed, and 43.89% strongly agreed. Only 9.92% of respondents were neutral, 1.98% disagree, and 0.40% strongly disagreed.

Table 54 Do you think that paying attention to candidates' individual differences can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	25	9.92
2	disagree	54	21.43
3	neutral	87	34.52
4	agree	54	21.43
5	strongly agree	32	12.70
	Total	252	100

The results of table 56 indicate that the majority of participants (34.52%) hold a neutral opinion regarding the notion that paying attention to individual candidate differences can improve recruitment efficiency. A portion of participants agreed (21.43%) or strongly agreed (12.70%) with this perspective. Conversely, another segment of participants disagreed (21.43%) or strongly disagreed (9.92%) with this view.

Table 55 Do you think that aligning between a candidate and the organization's culture and values can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	6	2.38%
2	disagree	23	9.13%
3	neutral	40	15.87%
4	agree	92	36.51%
5	strongly agree	91	36.11%
	Total	252	100

From table 57, it can be seen that the majority of respondents agree or strongly agree that alignment between candidates and the organization's culture and values can improve recruitment efficiency. Specifically, 36.51% of respondents agreed, and 36.11% strongly agreed, 15.87% neutral. Only a small proportion of respondents disagreed (9.13%), or strongly disagreed (2.38%).

Table 56 Do you think that maintaining confidentiality of candidates' personal data can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	17	6.75%
2	disagree	36	14.29%
3	neutral	85	33.73%
4	agree	84	33.33%
5	strongly agree	30	11.90%
	Total	252	100

The results in table 58 show that the vast majority of respondents either agreed or strongly agreed that protecting the confidentiality of job applicants' personal data could improve recruitment efficiency, 33.33% of them agreed, 11.09% strongly agreed, while 33.73% were neutral, and very few disagreed (14.29%) or strongly disagreed (6.75%).

Table 57 Do you think that aligning recruitment goals with the organization's strategic plan can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	11	4.37
3	neutral	88	34.92
4	agree	98	38.89
5	strongly agree	50	19.84
	Total	252	100

Table 59 The results show that some participants believe that combining recruitment goals with the organization's strategic plan can improve recruitment efficiency. Among them, 38.89% of the respondents agreed, and 19.84% of the

respondents strongly agreed. However, 34.92% of the respondents remained neutral, while only 4.37% of the respondents strongly disagreed and 1.98% disagreed.

Table 58 Do you think that the clarity and achievability of recruitment goals can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	7	2.78
2	disagree	11	4.37
3	neutral	33	13.07
4	agree	88	35.05
5	strongly agree	113	44.73
	Total	252	100

As can be seen from table 60, most respondents either agreed or strongly agreed that clarity and achievability of recruitment goals can improve recruitment efficiency, with the proportion of agreeing opinions being 35.05% and the proportion of strongly agreeing opinions being 44.73%. Neutral responses accounted for 13.07%, and only 4.37% of respondents disagreed and 2.78% strongly disagreed.

Table 59 Do you think that using scientific performance evaluation methods can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	35	13.89
2	disagree	40	15.87
3	neutral	76	30.16
4	agree	67	26.59
5	strongly agree	34	13.49
	Total	252	100

As can be seen in table 61, most participants were neutral about the idea that using scientific performance assessment methods could improve recruitment efficiency. Specifically, 30.16% of participants expressed neutrality, but 26.59% still agreed, and 13.49% strongly agreed. On the other hand, 15.87% of participants disagreed, and 13.89% strongly disagreed.

Table 60 Do you think that having an effective reward and punishment mechanism after recruitment can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	19	7.54
2	disagree	37	14.68
3	neutral	103	40.87
4	agree	53	21.03
5	strongly agree	40	15.87
	Total	252	100

Table 62 shows that most respondents were neutral about the view that establishing an effective reward and punishment mechanism after recruitment can improve recruitment efficiency, accounting for 40.87%. Some respondents agreed (21.03%) or strongly agreed (15.87%), accounting for % and respectively. A small number of people expressed disagreement (14.68%) or strong disagreement (7.54%).

Table 61 Do you think that having a continuous improvement mechanism in the recruitment process can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	42	16.67
2	disagree	45	17.86
3	neutral	74	29.37
4	agree	56	22.22
5	strongly agree	35	13.89
	Total	252	100

Table 63 shows that some participants agree or strongly agree that introducing continuous improvement mechanisms into the recruitment process can improve recruitment efficiency. Specifically, 22.22% and 13.89% of respondents, respectively, expressed agreement or strong agreement. Another group of respondents were neutral (29.37%), while the remaining group either disagreed (17.86%) or strongly disagreed (16.67%).

Table 62 Do you think that effective communication and collaboration among team members can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	3	1.19
2	disagree	8	3.17
3	neutral	54	21.51
4	agree	94	37.22
5	strongly agree	93	36.90
	Total	252	100

As can be seen in table 64, most respondents either agreed or strongly agreed that effective communication and collaboration among team members can improve recruitment efficiency. Specifically, 37.22% of respondents agreed, 36.90% strongly agreed, 21.51% held an intermediate view, and a small number chose to disagree (3.17%) or strongly disagree (1.19%).

Table 63 Do you think that having aligned goals between the recruitment team and hiring departments can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	7	2.78
3	neutral	31	12.30
4	agree	102	40.51
5	strongly agree	107	42.43
	Total	252	100

The results in table 65 show that the vast majority of respondents either agree or strongly agree that aligning the goals of the recruitment team and the hiring department can improve recruitment efficiency, accounting for 40.51% and 42.43% respectively. A minority of respondents are neutral (12.30%), disagree (2.78%) or strongly disagree (1.98%).

Table 64 Do you think that focusing on intrinsic motivation factors for employees during the recruitment process can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	15	5.95
2	disagree	22	8.73
3	neutral	80	31.75
4	agree	76	30.16
5	strongly agree	59	23.41
	Total	252	100

As can be seen from table 66, some participants agreed or strongly agreed that focusing on employees' intrinsic motivators in the recruitment process can improve recruitment efficiency, with 30.16% agreeing and 23.41% strongly agreeing.

Some were neutral (31.75%), while a small number disagreed (8.73%) or strongly disagreed (5.95%).

Table 65 Do you think that the role and influence of managers during the recruitment process can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	25	9.92
2	disagree	31	12.30
3	neutral	76	30.16
4	agree	51	20.24
5	strongly agree	69	27.38
	Total	252	100

Table 67 shows that during the recruitment process, most respondents were neutral about the role and influence of managers (30.16%), while 20.24% agreed and 27.38% strongly agreed. Only a minority disagreed (12.3%) or strongly disagreed (9.92%).

Table 66 Do you think that achieving individual performance goals during the recruitment process can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	12	4.76
2	disagree	35	13.89
3	neutral	74	29.37
4	agree	75	29.76
5	strongly agree	56	22.22
	Total	252	100

According to the results in table 68, a portion of the respondents either agreed or strongly agreed (29.76% and 22.22% respectively) that achieving individual performance goals during the recruitment process can improve recruitment efficiency. A portion of the respondents were neutral (29.37%), and only a small number of respondents either disagreed or strongly disagreed (13.89% and 4.76% respectively) with this statement.

Table 67 Do you think that aligning recruitment goals with organizational strategic goals can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	17	6.75
2	disagree	21	8.33
3	neutral	54	21.43
4	agree	90	35.71
5	strongly agree	70	27.78
	Total	252	100

From table 69, it can be seen that 35.71% of the respondents agree that combining recruitment targets with organizational strategic goals can improve recruitment efficiency, and 27.78% of the respondents strongly agree. Neutral responses account for 21.43%, and there are very few who disagree (8.38%) or strongly disagree (6.75%).

Table 68 Do you think a reasonable organizational structure can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	16	6.35
3	neutral	48	19.05
4	agree	96	38.10
5	strongly agree	87	34.52
	Total	252	100

Table 70 shows that most respondents believe that a reasonable organizational structure can improve recruitment efficiency. Specifically, 38.10% of respondents agreed, while 34.52% strongly agreed. Neutral responses accounted for 19.05%, while the proportions of respondents who disagreed and strongly disagreed were low, at only 6.35% and 1.98%, respectively.

Table 69 Do you think a reasonable human resource allocation can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	5	1.98
2	disagree	30	11.90
3	neutral	68	26.98
4	agree	65	25.79
5	strongly agree	84	33.33
	Total	252	100

Table 71 shows that most participants agreed or strongly agreed that reasonable human resource allocation can improve recruitment efficiency, with agreement and strong agreement accounting for 25.79% and 33.33% respectively.

Neutral responses accounted for 26.98%, and only a very small number of people chose to disagree (11.90%) or strongly disagree (1.98%) with this statement.

Table 70 Do you think a well-developed employee training and development system can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	17	6.75
2	disagree	29	11.51
3	neutral	66	26.59
4	agree	71	28.18
5	strongly agree	69	27.38
	Total	252	100

Table 72 shows that some respondents agree or strongly agree that a sound employee training and development system can improve recruitment efficiency. Specifically, 28.18% of respondents agree, 27.38% strongly agree, some are neutral (26.59%), and a very small number disagree (11.51%) and strongly disagree (6.75%).

Table 71 Do you think a competitive compensation and benefits system can improve recruitment effectiveness?

	Degree	Respondents	Percentage (%)
1	strongly disagree	1	0.40
2	disagree	5	1.98
3	neutral	22	8.73
4	agree	101	40.05
5	strongly agree	123	48.84
	Total	252	100

The results in table 73 show that the vast majority of respondents either agreed or strongly agreed that a competitive compensation and benefits system can improve recruitment efficiency, accounting for 40.05% and 48.84% respectively. A smaller proportion of respondents were neutral (8.73%), disagreed (1.98%) or strongly disagreed (0.40%).

Table 72 Do you think focusing on diversity management can improve the effectiveness of recruitment?

	Degree	Respondents	Percentage (%)
1	strongly disagree	25	9.92
2	disagree	38	15.08
3	neutral	76	30.16
4	agree	83	32.94
5	strongly agree	30	11.90
	Total	252	100

Table 74 shows that most participants (32.94% agreed and 11.09% strongly agreed) believe that focusing on diversity management can improve the effectiveness of recruitment, while 30.16% of participants were neutral. A small number of participants disagreed or (15.08%) strongly disagreed (9.92%) with this statement.

Therefore, based on the analysis of tables 48–74 regarding strategies for improving recruitment effectiveness at Guizhou Vocational College of Industry and Commerce, the third research question can be addressed. The most to enhance recruitment effectiveness is competitive compensation and benefits system as table 73 indicates that 88.89% of respondents.

Then, table 48 shows that 87.70% of respondents agree that diversified and effective recruitment channels can improve recruitment outcomes. Also, 87.70% of respondents in table 55 believe that aligning candidates' expectations with job positions can enhance recruitment effectiveness. Also, table 50 demonstrates that

84.13% of respondents view clear recruitment process standards as critical to improving recruitment effectiveness.

After that, table 65 shows that 82.94% of respondents consider the alignment of shared goals between recruitment teams and hiring departments as a key factor in improving recruitment effectiveness. Then, table 49 indicates that 81.75% of respondents believe that formulating detailed and feasible recruitment plans can enhance recruitment outcomes.

Additionally, table 60 reveals that 79.78% of respondents think that clear and achievable recruitment goals can contribute to better outcomes. Next, table 53 reveals that 79.77% of respondents think that a transparent recruitment decision-making process can enhance recruitment outcomes. Then, table 52 indicates that 75.00% of respondents believe that scientific candidate evaluation and selection methods contribute to improved recruitment effectiveness. Additionally, table 64 shows that 74.13% of respondents agree that effective communication and collaboration among team members can enhance recruitment results.

Also, table 57 demonstrates that 72.62% of respondents believe alignment between candidates and organizational culture and values can improve recruitment outcomes. Moreover, table 70 indicates that 72.62% of respondents believe that a reasonable organizational structure is essential for improving recruitment effectiveness. Next, table 51 shows that 71.03% of respondents consider clear job requirements critical to enhancing recruitment outcomes. Also, table 54 reveals that 69.84% of respondents think that matching candidates' skills and experience with job requirements is vital for recruitment success.

In addition, table 69 shows that 63.49% of respondents believe alignment between recruitment goals and organizational strategic objectives can enhance recruitment outcomes. Then, table 71 indicates that 59.13% of respondents view reasonable human resource allocation as essential to improving recruitment effectiveness. At the same time, table 59 shows that 58.73% of respondents believe alignment between recruitment goals and organizational strategic planning is critical. Also, table 72 reveals that 55.56% of respondents consider a well-developed employee training and development system important for recruitment effectiveness.

After that, table 66 shows that 53.57% of respondents believe focusing on employees' intrinsic motivational factors during recruitment can enhance outcomes. Furthermore, Table 68 indicates that 51.98% of respondents think that achieving individual performance goals during recruitment can improve effectiveness. Next, table 67 reveals that 47.63% of respondents consider the role and influence of managers in the recruitment process as a factor in enhancing recruitment outcomes.

Then, table 58 shows that 45.24% of respondents believe that safeguarding candidates' personal data contributes to better recruitment effectiveness. In addition, table 74 reveals that 44.84% of respondents think that emphasizing diversity management can enhance recruitment outcomes. Similarly, table 61 shows that 13.49% of respondents believe that scientific performance evaluation methods can improve recruitment effectiveness. Also, table 63 indicates that 36.11% of respondents consider continuous improvement mechanisms during recruitment as factors that can enhance outcomes.

However, table 62 shows that 40.87% of respondents have limited understanding of the impact of effective post-recruitment reward and punishment mechanisms on improving recruitment effectiveness. At the same time, table 56 reveals that 34.52% of respondents are unclear about the impact of focusing on candidates' individual differences during the recruitment process.

Descriptive analysis of open-ended questions

Most respondents did not answer the open-ended questions in the questionnaire. Some respondents indicated that the answers they wanted to give were already shown in Questionnaires 1, 2 and 3. A small number of respondents indicated that they did not think of any answers.

Conclusions

The study on the recruitment effectiveness of Guizhou Vocational College of Industry and Commerce can be summarized as follows:

The current recruitment situation at Guizhou Vocational College of Industry and Commerce is ineffective. The issue lies in: the most ineffective is the expectations, such as salary and career development; the recruitment processes for different positions (e.g., interview stages and selection methods) are inconsistent; the recruitment plans are unclear, lack precision, and fail to meet the actual needs of the college; the college's recruitment channels are not effective in attracting candidates.

The primary factors influencing recruitment effectiveness include the most primary factors is competitive compensation and benefits system; alignment of shared goals between the recruitment team and hiring departments; clear recruitment process standards; diverse and effective recruitment channels.

To address these issues, Guizhou Vocational College of Industry and Commerce needs to improve recruitment effectiveness is making the compensation and benefits system more competitive.

Also, it should develop diverse and effective recruitment channels, improve the match between candidate expectations and job requirements, and make a clear recruitment process standards.

Furthermore, the school should established the recruitment team's and department's shared understanding of common goals, and detailed and feasible recruitment plans. This will improve the recruitment effectiveness of Guizhou Vocational College of Industry and Commerce.

CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

With the rapid development of private education and vocational education, the introduction of high-quality talent and the construction of teaching staff still face many problems in practice. Ineffective recruitment and unsatisfactory talent introduction have become major factors affecting the high-quality development of private vocational education.

Guizhou Vocational College of Industry and Commerce was selected as the research location for this study. It is one of the 15 private comprehensive higher vocational colleges in Guizhou Province. It currently has six secondary schools, 25 majors, more than 15,000 students, and 600 teachers. The school's management model and development speed are highly representative among private vocational colleges in the region.

Conclusion

This study analyzes the current situation of the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce, identifies the main influencing factors and proposing improvement strategies. The recruitment management theory, organizational performance management theory, and human resource management theory were used. The research method was quantitative research method, and 252 valid data were collected through a structured questionnaire. Descriptive statistical analysis was used to analyze the data.

The research results show that the current recruitment of Guizhou Vocational College of Industry and Commerce is ineffective. This is mainly reflected in the following: the expectations of candidates do not match the position (salary, career development, etc.); the recruitment process for different positions is inconsistent; the recruitment plan is not clear and cannot meet the actual needs of the college; and the recruitment channels are not attractive.

The study identified main factors influencing recruitment effectiveness, the competitive compensation and benefits system; alignment of shared goals between the recruitment team and hiring departments; clear recruitment process standards; diverse and effective recruitment channels.

The study found that the countermeasures to improve recruitment effectiveness are to improve the competitiveness of the compensation and benefits system, develop diverse and effective recruitment channels, improve the match between positions and candidate expectations, establish clear recruitment process standards, reach a consensus on common goals between the recruitment team and the hiring department, and develop a detailed and feasible recruitment plan.

Through the analysis of survey data, it is found that the current recruitment situation at Guizhou Vocational College of Industry and Commerce is ineffective. The main issues are as follows: more than two-thirds (73.41%) of the respondents believe that the opportunities provided by the college do not meet the expectations of job seekers; 62.70% of the respondents believe that the recruitment process for different positions is inconsistent; 51.19% of the respondents believe that the recruitment plan is not clear and precise, and cannot meet the actual needs of the college; 50.40% of the respondents believe that the recruitment channels cannot attract candidates.

Through research on the factors affecting recruitment effectiveness, it was found that the most important factor affecting the recruitment effectiveness of Guizhou Vocational College of Industry and Commerce is a competitive compensation and benefits system (92.46%), which reflects candidates' desire for higher compensation and benefits. Secondly, the alignment of goals between the recruitment team and the hiring department (90.48%) is also crucial, indicating that alignment of goals can increase recruitment accuracy.

At the same time, clear recruitment process standards (90.08%) are very important, indicating that a standardized and transparent recruitment process can shorten recruitment time costs and improve fairness. Moreover, diverse and effective recruitment channels (87.70%) are also important, indicating that candidates hope to

receive information through more channels, and schools also hope to expand the source of talent through more channels.

Through the study and analysis of the current state of recruitment and the factors influencing recruitment effectiveness at Guizhou Vocational College of Industry and Commerce, the following strategies can be formulated to improve recruitment effectiveness: a competitive salary and benefits system can effectively improve recruitment efficiency (88.89%), indicating that the college should optimize the salary structure and benefits to enhance its attractiveness to outstanding talent. Then, diverse and effective recruitment channels can effectively improve recruitment results (87.70%), indicating that the college should actively expand recruitment channels to reach a wider range of talent.

In addition, matching the expectations of candidates with the requirements of the position can effectively improve recruitment results (87.70%), which indicates that more attention should be paid to understanding and assessing the expectations of candidates during the recruitment process, while clearly communicating the requirements of the position to candidates.

Also, clear recruitment process standards can effectively improve recruitment results (84.13%), indicating that recruitment process standards should be formulated and improved to ensure standardized and efficient recruitment.

Moreover, the alignment of objectives between the recruitment team and the hiring department can effectively improve recruitment effectiveness (82.94%), indicating that communication and collaboration between the recruitment team and the hiring department should be strengthened to ensure the smooth progress of the recruitment process. At the same time, the formulation of a detailed and feasible recruitment plan can effectively improve recruitment effectiveness (81.75%), indicating that attention should be paid to the formulation and implementation of the recruitment plan to ensure the orderly progress and effective implementation of the recruitment process.

Discussion

The main purpose of this study is to analyze the current recruitment situation at Guizhou Vocational College of Industry and Commerce, identify the main factors affecting recruitment effectiveness, and propose corresponding improvement strategies. Through the investigation and analysis of the recruitment process, this study explores the problems, such as a large gap between the expectations of candidates and the requirements of the job, an inconsistent recruitment process, an unclear recruitment plan, and inefficient recruitment channels.

The core research results show that improving the competitiveness of the compensation and benefits system, developing diverse and effective recruitment channels, improving the match between candidate expectations and job requirements, and standardizing recruitment process criteria are the main ways to improve recruitment efficiency. In addition, ensuring that the recruitment team and hiring department are aligned in their goals and developing a clear and feasible recruitment plan are also main measures to improve recruitment effectiveness.

Li and Wang (2010) studied and analyzed the current situation and common problems of teacher recruitment in Chinese higher vocational colleges. They believe that the main reasons for the unsatisfactory recruitment situation in colleges and universities are the imperfect recruitment management process, the incompatibility of the recruitment plan with the overall development strategy and medium- and long-term construction goals of the school, and the narrow recruitment channels. Solving and improving these problems can improve recruitment efficiency and achieve sustainable development of talent construction. In this study, 62.70% of the respondents in table 12 believe that the recruitment process for different positions is inconsistent, 51.19% of the respondents in table 11 believe that the recruitment plan is not clearly defined and does not match the actual needs of the school, and 50.40% of the respondents in table 10 believe that the recruitment channels are not effective in attracting candidates. This further validates the research results of Li and Wang

However, the research on the current recruitment situation does not reflect the matching of candidate expectations and positions. In this study, table 17 shows that 73.41% of the respondents believe that the mismatch between the actual opportunities provided by the school and the expectations of candidates is the main reason for the unsatisfactory recruitment situation, which further supplements the research conclusions on the current recruitment situation. At the same time, Zhang (2023) also pointed out that by strengthening communication with job seekers, fully understanding candidate expectations and clearly communicating job requirements, it is possible to reduce post-recruitment turnover rates and improve job matching. This view is further confirmed in this study. As can be seen from table 55, 87.70% of respondents agree that the degree of match between candidate and position can improve recruitment results. Therefore, colleges and universities should pay more attention to candidates' career expectations during the recruitment process and conduct detailed assessments during the interview process.

Liu (2019) research believes that compensation and benefits are the aspects that job seekers pay the most attention to. The presentation of compensation and benefits in job advertisements can increase the attractiveness of job seekers and significantly enhance the recruitment effect. This study further confirms the above research results. In table 46, 92.46% of the respondents believe that a competitive compensation and benefits system is the most important factor affecting the effectiveness of recruitment, and in table 73, 88.89% of the respondents believe that a competitive compensation and benefits system can improve recruitment effectiveness. This shows that a competitive compensation and benefits system can most effectively attract candidates and improve retention rates.

Breaugh and Starke (2000) showed that a transparent and standardized recruitment process can increase candidates' trust in the organization and enhance the organization's attractiveness. It is a main factor affecting the effectiveness of recruitment and is of great significance for improving the efficiency of recruitment. In this study, 90.08% of the respondents in table 23 believe that clear recruitment process standards are an important factor affecting recruitment effectiveness, and table 50 shows that 84.13% of the respondents believe that clear recruitment

process standards can improve recruitment effectiveness, which further validates their views.

Smith (2018) Research shows that recruitment channels vary across industries and positions. Therefore, colleges should actively expand recruitment channels according to their own circumstances to expand the talent database and improve recruitment effectiveness. This study confirms this. In table 21, 87.70% of respondents believe that the impact of diverse and effective recruitment channels on recruitment effectiveness is the most important, and in table 48, 87.70% of respondents agree that expanding recruitment channels can improve recruitment effectiveness.

Ployhart and Moliterno (2011) emphasize that smooth communication between the recruitment team and the hiring department in the recruitment process can more accurately match the job requirements and candidate capabilities and reduce recruitment decision errors. This is confirmed by this study. Table 85 shows that 82.94% of the respondents support the view that a consistent goal between the recruitment team and the hiring department is an important factor in improving the efficiency of recruitment. Table 65 shows that 82.94% of the respondents believe that a consistent goal between the recruitment team and the hiring department can improve recruitment results. This shows that the recruitment team and the hiring department should strengthen communication and collaboration to ensure the smooth progress of the recruitment process.

An (2022) The study found that universities need to scientifically formulate recruitment plans and reasonably arrange the recruitment time to adapt to market changes and improve recruitment effectiveness. The importance of the flexibility and forward-looking nature of the recruitment plan for successful recruitment is emphasized. In this study, 81.75% of the respondents in table 49 agreed that formulating a detailed and feasible recruitment plan can help improve recruitment effectiveness, which further echoes this view, indicating that attention should be paid to the formulation and implementation of the recruitment plan to ensure that the recruitment process is carried out in an orderly manner and implemented effectively.

The author agrees that improving the competitiveness of compensation and benefits is crucial to improving recruitment results, while expanding diversified recruitment channels can help attract a wider range of talent. In addition, improving the match between candidate expectations and positions and standardizing the recruitment process can enhance the candidate experience and organizational attractiveness. Furthermore, close collaboration between the recruitment team and the hiring department, as well as a clear recruitment plan that meets development needs, are also important for improving the quality of recruitment.

This study provides an empirical basis for optimizing recruitment management. Colleges should refine and improve compensation and benefits, optimize recruitment strategies and processes, and improve the quality of talent acquisition.

Recommendations

1. Suggestions for improving the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce

In response to the problems identified in this study, Guizhou Vocational College of Industry and Commerce should take the following measures to optimize recruitment management and improve recruitment efficiency: optimize the salary structure to enhance market competitiveness and attract talent; expand diversified recruitment channels and optimize existing resources to attract outstanding talent.

At the same time, accurately match candidates with job requirements, improve the accuracy of job descriptions and pay attention to the development expectations of job seekers; standardize the recruitment process to ensure fairness and transparency; strengthen collaboration between the recruitment team and hiring departments and establish a smooth communication mechanism; formulate a scientific annual recruitment plan that combines the school's positioning to clarify talent needs, time arrangements and selection criteria, in order to improve recruitment efficiency and accuracy.

2. Suggestions for future research on the effectiveness of recruitment.

This study analyzed the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce, but it still has some limitations. Future research can be further deepened in the following areas:

This study only focuses on Guizhou Vocational College of Industry and Commerce. In the future, horizontal comparisons can be conducted with other private vocational colleges to analyze the commonalities and differences in recruitment management between different colleges and provide more universal recommendations for optimizing recruitment in vocational colleges.

Similarly, this study mainly used quantitative research methods. In the future, qualitative research methods such as interviews and case studies can be combined to gain a deeper understanding of specific management issues and optimization strategies in the recruitment process.



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APPENDIX

Effectiveness of Recruitment Questionnaire

Hello and thank you for completing this questionnaire!

Please take a few minutes of your time to fill out this questionnaire so that I can gather first-hand information about the factors that influence recruitment effectiveness, which will be important to our school's future recruitment efforts. Your responses will be kept completely confidential and will not be disclosed to third parties. Your information will be used for research purposes only and will not be used for any other purpose.

Part I : Personal Information

Please select and check the options that match your personal situation.

1. What is your gender?

- ☐ Male
- ☐ Female

2. What is your age?

- ☐ 20-25 years
- ☐ 26-30 years
- ☐ 31-35 years
- ☐ 36-45 years
- ☐ 46 years and over

3. What is your education level?

- ☐ Specialty and below
- ☐ Bachelor's Degree
- ☐ Masters
- ☐ PhD

4. What is your job title? (For full-time faculty only)

- ☐ Assistant
- ☐ Lecturer
- ☐ Associate Professor
- ☐ Professor

5. What is your position?

- ☐ Academic
- ☐ Support Academic

6. What is your department?

- ☐ Academic Departments
- ☐ Administrative Departments
- ☐ Human Resources

7. How long have you been working at this school?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ 11 years and above

Part II : the Current Status of Existing Recruitment Efforts

Below are the indicators for investigating the current situation of recruitment work in schools. Please provide feedback on your evaluation of the indicators based on the actual recruitment work in your school and rate them. 1-5 is the level of agreement with the indicators, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Please select the appropriate scores and check the boxes for these indicators.

No.	Evaluation Indicators	1	2	3	4	5
8	Do you think the school's recruitment channels are effective in attracting candidates?					
9	Do you think that the school's recruitment plan is developed in a way that is clear, unambiguous and in line with the school's actual needs?					

No.	Evaluation Indicators	1	2	3	4	5
10	Do you think the recruitment process (interview stages, screening methods, etc.) is consistent across different positions at the school?					
11	Do you think the job requirements of the school's job postings are clear and unambiguous?					
12	Do you think the school's methods of evaluating and selecting candidates (interviews, tests, background checks, etc.) are thorough and fair?					
13	Do you think the school's recruitment decision-making process is transparent and based on data support?					
14	Do you think the skills and experience of the school's newly recruited employees match the requirements of the position?					
15	Do you think the actual opportunities offered by the school match the candidate's expectations (salary, career advancement, etc.)?					
16	Do you think the school adequately considers individual differences in candidates during the hiring process (diversity of backgrounds, unique skills, etc.)?					

No.	Evaluation Indicators	1	2	3	4	5
17	Do you think the organizational culture and values of the school will attract candidates?					
18	Do you think the school's handling of candidates' personal data during the recruitment process is secure?					

Part III : Factors Affecting Recruitment Effectiveness

The following are the influencing factors that affect the effectiveness of recruitment in schools. Please read the following factors carefully, evaluate the extent to which each factor affects the effectiveness of recruitment and rate it. 1-5 is the level of agreement with the indicator, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Please select the appropriate scores and check the boxes for these indicators.

No.	Evaluation Indicators	1	2	3	4	5
19	Do you think that diverse and effective recruiting channels have the most important impact on recruitment effectiveness?					
20	Do you think a comprehensive and practical recruitment plan has the most important impact on recruitment effectiveness?					
21	Do you think clear recruitment process standards have the most important impact on recruitment effectiveness?					
22	Do you think clear position requirements have the most important impact on recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
23	Do you think a scientific approach to candidate assessment and selection has the most important impact on recruitment effectiveness?					
24	Do you think a transparent recruitment decision-making process has the most important impact on recruitment effectiveness?					
25	Do you think the alignment between a candidate's skills and experience with the position requirements has the most important impact on recruitment effectiveness?					
26	Do you think the alignment between a candidate's expectations and the position has the most important impact on recruitment effectiveness?					
27	Do you think paying attention to candidates' individual differences has the most important impact on recruitment effectiveness?					
28	Do you think the alignment between a candidate and the organization's culture and values has the most important impact on recruitment effectiveness?					
29	Do you think the confidentiality of candidates' personal data has the most important impact on recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
30	Do you think alignment between recruitment goals and organizational strategic planning has the most important impact on recruitment effectiveness?					
31	Do you think the clarity and achievability of recruitment goals have the most important impact on recruitment effectiveness?					
32	Do you think a scientific performance evaluation method has the most important impact on recruitment effectiveness?					
33	Do you think an effective reward and punishment mechanism after recruitment has the most important impact on recruitment effectiveness?					
34	Do you think the continuous improvement mechanism during the recruitment process has the most important impact on recruitment effectiveness?					
35	Do you think effective communication and collaboration among team members have the most important impact on recruitment effectiveness?					
36	Do you think alignment of goals between the recruitment team and the hiring department has the most important impact on recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
37	Do you think focusing on employees' intrinsic motivation factors during the recruitment process has the most important impact on recruitment effectiveness?					
38	Do you think the role and influence of managers during the recruitment process have the most important impact on recruitment effectiveness?					
39	Do you think the completion of individual performance during the recruitment process has the most important impact on recruitment effectiveness?					
40	Do you think aligning recruitment goals with organizational strategic goals has the most important impact on recruitment effectiveness?					
41	Do you think a reasonable Organizational structure has the most important impact on recruitment effectiveness?					
42	Do you think that reasonable human resource allocation is the most important impact on recruitment effectiveness?					
43	Do you think that a well-developed employee training and development system is the most important impact on recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
44	Do you think that a competitive compensation and benefits system is the most important impact on recruitment effectiveness?					
45	Do you think focusing on diversity management has the most important impact on recruitment effectiveness?					

Part IV : Evaluation of Indicators for Improving Recruitment Effectiveness

Below are the evaluation indicators for improving recruitment effectiveness. Please read the following questions carefully to assess the usefulness of the indicators for improving recruitment effectiveness and rate them. 1-5 is the level of agreement with the indicator, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Please select the appropriate scores and check the boxes for these indicators.

No.	Evaluation Indicators	1	2	3	4	5
46	Do you think that choosing diverse and effective recruitment channels can improve recruitment effectiveness?					
47	Do you think that developing a detailed and feasible recruitment plan can improve recruitment effectiveness?					
48	Do you think that having clear recruitment process standards can improve recruitment effectiveness?					
49	Do you think that having clear job requirements can improve recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
50	Do you think that using scientific candidate assessment and selection methods can improve recruitment effectiveness?					
51	Do you think that a transparent recruitment decision-making process can improve recruitment effectiveness?					
52	Do you think that aligning candidates' skills and experience with job requirements can improve recruitment effectiveness?					
53	Do you think that matching candidates' expectations with the job can improve recruitment effectiveness?					
54	Do you think that paying attention to candidates' individual differences can improve recruitment effectiveness?					
55	Do you think that aligning between a candidate and the organization's culture and values can improve recruitment effectiveness?					
56	Do you think that maintaining confidentiality of candidates' personal data can improve recruitment effectiveness?					
57	Do you think that aligning recruitment goals with the organization's strategic plan can improve recruitment effectiveness?					
58	Do you think that the clarity and achievability of recruitment goals can improve recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
59	Do you think that using scientific performance evaluation methods can improve recruitment effectiveness?					
60	Do you think that having an effective reward and punishment mechanism after recruitment can improve recruitment effectiveness?					
61	Do you think that having a continuous improvement mechanism in the recruitment process can improve recruitment effectiveness?					
62	Do you think that effective communication and collaboration among team members can improve recruitment effectiveness?					
63	Do you think that having aligned goals between the recruitment team and hiring departments can improve recruitment effectiveness?					
64	Do you think that focusing on intrinsic motivation factors for employees during the recruitment process can improve recruitment effectiveness?					
65	Do you think that the role and influence of managers during the recruitment process can improve recruitment effectiveness?					
66	Do you think that achieving individual performance goals during the recruitment process can improve recruitment effectiveness?					

No.	Evaluation Indicators	1	2	3	4	5
67	Do you think that aligning recruitment goals with organizational strategic goals can improve recruitment effectiveness?					
68	Do you think a reasonable Organizational structure can improve recruitment effectiveness?					
69	Do you think a reasonable human resource allocation can improve recruitment effectiveness?					
70	Do you think a well-developed employee training and development system can improve recruitment effectiveness?					
71	Do you think a competitive compensation and benefits system can improve recruitment effectiveness?					
72	Do you think focusing on diversity management can improve the effectiveness of recruitment?					

73. What problems do you think still exist in the current recruitment process?

74. What is the most factors do you think is important in influencing the effectiveness of recruitment?

75. What are your best solution for improving recruitment effectiveness?

Thank you for your cooperation and participation!

CURRICULUM VITAE

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