

College: University of Wales Trinity Saint David

Major: Master of Business Administration

Name: Naiquan Gui

Academic Number: 2231251

Improvement of an HR priority area

Abstract: The significance of improving priority areas of human resources is to improve the performance and competitiveness of organisations. Human resources are the core resource of any organisation and the ability to effectively attract, develop and retain talented employees directly affects an organisation's business results and long-term growth. Improvements in the area of human resources can increase employee job satisfaction and loyalty, reduce employee turnover rates and increase an organisation's ability to retain talent. Through improved training and development programmes, organisations can improve the skills and knowledge of their employees, increasing employee productivity and performance, and therefore improving the organisation's business results.

A good HR management team can enhance the reputation and image of the organisation, attracting more talented people to the organisation and increasing its visibility and attractiveness. By improving recruitment and HR management processes, organisations can reduce recruitment and training costs, increase efficiency and save time and human resources. Depending on the organisation's objectives and needs, many areas of HR can be prioritised for improvement. However, one area that is critical to any organisation is talent acquisition. This article uses talent acquisition as an example to illustrate its improvement.

Keywords: human resources; priority areas; talent acquisition

Catalogue

1. Introduction.....	1
2. Analysis of Organization A's talent acquisition areas	1
2.1 Reasons why talent acquisition is a priority area for organisation A	1
2.2 Organization A's current weaknesses in talent acquisition	2
2.2.1 Poor choice of recruitment channels in Organisation A	2
2.2.2 Lack of objective evaluation criteria for recruitment in Organisation A4	
2.2.3 Inadequate pre-recruitment preparation by Organisation A	5
2.3 Impact on tissue A	5
3. Suggestions for improving the talent acquisition area of Organization A.....	6
3.1 Optimisation of recruitment channels in organisation A	6
3.2 Refinement of the organisation's posting	8
3.3 A Organisation recruitment plan development	8
References.....	10

1. Introduction

Domestic scholars have interpreted priority areas from different perspectives. It is generally accepted that priority areas refer to areas where the greatest returns are expected, including disciplinary directions, domain themes, strategic projects, etc. Internationally, the connotation of priority areas is slightly different, and is generally referred to as priority or prioritisation. For example, the OECD sees priority setting as a negotiation process in which different players and stakeholders seek to agree on common strategic goals, work objectives and actions, including structural priorities such as research facilities, education and teaching programmes, innovation promotion programmes, venture capital markets, systems networks and community building, in addition to various research thematic priorities.

2. Analysis of Organization A's talent acquisition areas

2.1 Reasons why talent acquisition is a priority area for organisation A

Talent acquisition is a priority area as it is critical to the long-term growth and success of an organisation. Talent is an organisation's core resource and organisations need to have people who are highly qualified, fit the culture and can drive the business forward. Recruitment is therefore a necessary step in acquiring these key resources.

As the economy grows and demographics change, the talent market becomes more competitive and the cost of recruitment rises. Organisations therefore need to optimise their recruitment processes and strategies in order to attract and retain high quality talent. Organisations need to continually adapt their business models to meet market changes and therefore need to recruit the right people for their business needs in a timely manner to ensure the sustainability of their business growth. Recruitment

is an important opportunity to demonstrate the culture of the organisation. Through good recruitment processes and strategies, organisations can attract talent that matches and further strengthens the culture of the organisation. Through excellent recruitment processes and strategies, organisations can attract high calibre, culture-appropriate talent that will improve employee job satisfaction and business results.

Talent acquisition is therefore a priority area that requires organizational attention and continuous improvement and innovation. Organisations need to develop effective recruitment strategies and optimise their recruitment processes to continuously recruit, develop and retain high quality talent to support business growth and long-term success.

2.2 Organization A's current weaknesses in talent acquisition

2.2.1 Poor choice of recruitment channels in Organisation A

Organisation A has a single recruitment channel and lacks a vertical recruitment process and channel. The recruitment advertisement is usually sent out, and although a large number of applications are received, the quality of talent selection is a concern. The traditional recruitment channels are no longer sufficient to meet the needs of the company's talent selection, and are less effective and more reactive.

Table 2-1 Distribution of separations by recruitment channel for Organization A for the period 2021 to 2022

Channels	Year 2021			Year 2022			Total		
	Resignation Number of people	Recruitment Number of people	Percentage (%)	Resignation Number of people	Recruitment Number of people	Percentage (%)	Resignation Number of people	Recruitment Number of people	Percentage (%)
Internal		68			45		0	113	

job opportunities									
On-site job fair	3	20	1.5	4	33	12.1	7	53	13.2
Network Recruitment	3	82	3.66	4	65	6.15	7	147	4.76
Staff Recommendations	2	74	2.70	3	69	4.34	5	143	3.49
Headhunting		4			4			8	
University Recruitment		11			10			21	
Total	8	259	3.08	11	226		20	485	4.12

The data in Table 2-1 shows that none of the new employees recruited internally, by headhunters or by universities left within one year. Secondly, the turnover rate within the first six months through employee referrals is only 3.49%, again the turnover rate for online recruitment is 4.76% and finally, the turnover rate for on-site recruitment is 13.2%. This is in line with the actual situation. After further analysis, it is clear that internal job opportunities, university recruitment and employee referrals are all good channels for 'retention' and should be further strengthened. At the same time, the company's recruiters should further communicate with candidates through online recruitment and on-site job fairs, so that they have a good understanding of the positions they are recruiting for and can better identify with the company's culture.

2.2.2 Lack of objective evaluation criteria for recruitment in Organisation A

As shown in Table 2-2, Organisation A has a 45% recruitment rate for lack of objective evaluation criteria. To further understand the reasons for this phenomenon. In this questionnaire, we further investigated the question "Does organisation A have clear recruitment criteria before evaluating candidates?" The results of the survey were tabulated.

Table 2-2 Clarity of evaluation criteria for staff recruitment in Organization A

Perspectives	Number of people (persons)	Share (%)
Have written, clear evaluation criteria	5	9
There are clear evaluation criteria, but they are not implemented to the letter	13	23
No clear evaluation criteria	12	22
Some have	25	46

As shown in Table 2-2, unclear interview questions accounted for 47% of the total, which may have been caused by the overly structured approach to recruitment interviews in Organisation A. As a structured interview is one in which the content, format, procedures and scoring criteria of the interview are synthesised and analysed and conducted according to uniformly established criteria and requirements. The company interviewed similar candidates in the same order, asked the same questions and scored them according to the same criteria. This method of interviewing lacks the appropriate flexibility, the process is too mechanical, and the questions asked seem abrupt and do not allow for a deeper and more effective understanding of the candidate's thoughts and inner workings. There are also other problems that can lead to this result, such as the unfriendly attitude of the interviewer. It is not uncommon for people to be treated coldly at job fairs. Not only does this stretch the image of the company to be damaged, but the candidates also have a bad trust in the company and become suspicious. In the recruitment process of organisation A, interviewers often make hasty judgements because of some obvious shortcomings of the candidate, and tend to use external criteria, such as external image, to measure whether or not to recruit the candidate, which makes it difficult to achieve the effect of "matching the ability to the job".

2.2.3 Inadequate pre-recruitment preparation by Organisation A

The summary of the results in Table 2-3 shows that 52% of the staff did not think that the recruitment process was sufficiently prepared, so the paper has further investigated the question "Does organisation A have a formal, written annual recruitment plan? The results of the survey are summarised in Table 2-3.

Table 2-3 Planned recruitment of personnel in Organization A

Perspectives	Number of people	Percentage (%)
Have a plan and follow it	5	9
Plan in place, but not implemented as planned	11	20
There appears to be no plan	9	16
Some of the positions have	30	55

The data in Table 2-3 shows that 55% of recruitments were "planned for some positions" and 20% of recruitments were "planned but not executed". The reason for this is that the recruitment method adopted by organisation A is to recruit on the spot, and the department concerned only asks the staffing department to recruit when there is a need for additional staff or when there is staff turnover. From this we can see that the company has a weak recruitment groundwork and lacks a dynamic and systematic medium to long term staffing plan. Before recruitment they did not make a comprehensive assessment of all aspects of the company's personnel capabilities and qualities, did not analyse them in depth and did not formulate a reasonable employment plan in conjunction with the company's development strategy.

2.3 Impact on tissue A

Manpower recruitment is a very important part of the organisation and is directly related to the talent pool and business development of organisation A. There are weaknesses in manpower recruitment in organisation A which have the following implications for organisation A:

(1) Talent shortage: Organization A's inefficient manpower recruitment, high recruitment costs and insufficient talent pool will result in the organization being unable to recruit the required talent in a timely manner, thus leaving the organization

with a shortage of human resources to meet the needs of business development.

(2) Business development hindered: Weak manpower recruitment can affect the business development of organisation A, preventing the organisation from expanding, opening up new markets, etc. If the organisation lacks key talent for a long time, it may lose market competitiveness and eventually lead to business decline.

(3) Operational inefficiencies: Weak manpower recruitment can also lead to operational inefficiencies in organisation A. A chronic shortage of key talent in organisation A can lead to excessive workload and stress on staff, resulting in reduced staff productivity and business operational efficiency.

(4) Damage to the organisation's image: Problems with Organisation A's manpower recruitment can affect the image and reputation of Organisation A. For example, if the recruitment process is not standardised, the recruitment criteria are not fair, etc., this will lead to distrust and questions from candidates about the organisation, which will ultimately affect the image and brand value of the organisation.

3. Suggestions for improving the talent acquisition area of Organization A

3.1 Optimisation of recruitment channels in organisation A

Organisation A should choose the right recruitment channel based on job requirements and recruitment criteria, including both internal and external recruitment channels. As both internal and external recruitment channels have their own advantages and disadvantages, in the actual recruitment process, it is necessary to combine internal and external recruitment channels to make use of their strengths and avoid their weaknesses. Generally speaking, internal recruitment is required for management positions to create fair competition for internal recommendations, which is conducive to the promotion of internal staff and increase the motivation of internal staff. Internal recruitment for management positions is not only beneficial to the

newly appointed management staff to implement the company's policies, but also to improve management efficiency and reduce the recruitment risk of management staff. However, for the recruitment of new employees, it is necessary to use external recruitment to enable the enterprise to inject fresh blood in time and bring new ideas outside the enterprise. At present, the main forms of external recruitment are the following (see Table 3-1), recruitment staff need to strictly follow the recruitment requirements, according to the demand for recruiters and recruitment standards to select the appropriate recruitment channels, in order to recruit the best staff for their use.

Table 3-1 Comparison table of different recruitment routes

Recruitment channels	Suitable for the type of position	Speed	Costs	Source	Candidate's fit with the position
Job advertisements	All posts	Quick	Medium	Wide	Not high
Employment Services	Grassroots posts	Medium	Medium	broader	High
Headhunters	Middle and senior positions	Medium	High	broader	High
Campus Recruitment	Management Technician post	slow	High	broader	High
Network Recruitment	All posts	Quick	Low	Wide	High
Staff Recommendations	All posts	Quick	Low	not widely available	High
Cross-country recruitment	Senior Technical Management Post	Medium	High	Wide	High

3.2 Refinement of the organisation's posting

In organisation A, the recruitment team is the mirror of the company, determining the quality of the people who make up the business and can have a direct impact on how the business is conducted. They are not only recruiters, but also talent managers, who largely determine whether each position in the company is matched with the most suitable talent. At present, Organisation A still has a long way to go in terms of building its recruitment team, which is reflected in the lack of professionalism of its recruiters and the relatively small size of its recruitment team. Firstly, Organisation A should focus on improving the professionalism of its recruiters, improve their overall quality through training, and clarify the job content of each position in the company, so as to improve recruitment efficiency and reduce the number of invalid interviews in the recruitment process; secondly, take into account the development of the company, and appropriately expand the scale of the recruitment team to ease the recruitment pressure and ensure the quality of recruitment.

3.3 A Organisation recruitment plan development

A organization personnel department should communicate with the person in charge of the hiring department on the annual recruitment plan in a timely manner, and take the end of each year as the time point to conduct a comprehensive survey and inventory of the company's overall hiring needs for the next year; secondly, according to the hiring plan and position setting of each hiring department, the total number of recruitment is initially allocated and formulated to form the company's annual recruitment demand statistics, and submitted to the personnel department manager for review; finally, when each hiring department's hiring plan is in line with the company's overall development plan, the personnel department manager will submit it to the company president for confirmation and approval as the company's preliminary recruitment plan for the next year. Finally, when the hiring plan of each hiring

department is in line with the overall development plan of the company, the manager of the personnel department will submit it to the president of the company for confirmation and approval as the preliminary hiring plan of the company's personnel department for the next year.

References

- [1] Li Jie. Ways to improve human resources performance appraisal in petroleum enterprises under the new situation[J]. China Petroleum and Chemical Standard and Quality,2023,43(05):67-69.
- [2] Wang Cui. The improvement of human resource performance management model in state-owned property companies: the case of Company L[J]. Talent Resources Development,2023(04):88-90.
- [3] Zhang Ping. Exploration on the innovation strategy of human resource management in business units [J]. China Industry and Economy,2023(02):118-120.
- [4] Lei Jiangping, Xu Tao, Wang Zhiyong. An automatic human resource allocation method based on improved CNN algorithm[J]. Automation Technology and Applications,2022,41(12):142-146.
- [5] Zhao Hongye. Design and simulation of an improved ant colony algorithm-based optimal dispatching model for medical human resources emergency [J]. Electronic Design Engineering,2022,30(22):20-24.
- [6] Liu Fang. Exploring the improvement of human resources management performance management in business units [J]. Business News,2022(25):140-143.
- [7] Deng Yuanyuan. Study on the optimization of HRBP management system in Company Z [D]. East China Normal University, 2022.
- [8] Zhang Xiaobei. The current situation of compensation management system in enterprise human resource management and suggestions for improvement[J]. Modern Enterprise Culture,2022(31):137-139.
- [9] Wei Qiuxia. Study on the improvement countermeasures of human resource management problems in company A [J]. China Management Information Technology,2022,25(21):159-161.
- [10] Yu Binbing. The current situation and improvement measures of human resource management in public tertiary hospitals in the context of new medical reform--a provincial public hospital in Fuzhou City as an example[J]. Strait Science,2022(10):110-113.
- [11] Yang Tingxian. Research on human resource cost control of Company Z [D]. University of Electronic Science and Technology, 2022.

- [12] Zhao Juan. Research on the improvement design of remuneration system of Company G [D]. University of Electronic Science and Technology, 2022.
- [13] Lin Huihui. A preliminary study on the improvement of human resource incentive mechanism in the context of state-owned enterprise reform[J]. Vitality,2022(15):142-144.
- [14] Zhou Jie. The current situation of the compensation management system in enterprise human resource management and suggestions for improvement [J]. Hebei Enterprise,2022(08):125-127.
- [15] Qin Liangliang. Research on the improvement of human resource management in FQ Company [D]. Jilin University, 2022.
- [16] Guo Weihong. Innovative improvement of human resources performance appraisal in institutions under the new situation [J]. Talent Resources Development,2022(15):37-38.
- [17] Zheng Xiaoying, Yu Dianjiang. Human resource management performance assessment model based on improved multi-attribute group decision making[J]. Microcomputer Applications,2022,38(07):38-42.
- [18]. Guangyuan Human Resources and Social Security Bureau Office of the Leading Group of Talent Work of the CPC Guangyuan Municipal Committee on the Issuance of Nine Measures for Strengthening and Improving the Evaluation of Talents in Enterprises in Guangyuan City [J]. Bulletin of Guangyuan Municipal People's Government,2022(02):138-139.
- [19] Wen Zhili. Research on the improvement of performance management of T real estate development company [D]. Guangxi University, 2022.
- [20] Chen Cuixia. Improving employee performance appraisal and human resource management efficiency in state-owned enterprises[J]. Talent Resource Development,2022(13):91-92.
- [21] Huang Fang. On-the-job empowerment training based on performance improvement [J]. Petroleum Organization and Personnel, 2022(06):60-63.
- [22] Bian Qing. Problems and improvement of human resource management in business units [J]. Talent Resources Development,2022(12):41-42.
- [23] Zhang Huixue. Research on the current situation and improvement of human resource performance management in state-owned enterprises [J]. Bohai Economic Outlook, 2022(06):93-95.
- [24] Lin Jing. Analysis of the problems and improvement measures of human resources in grassroots maternal and child health hospitals [J]. Business Watch,2022(16):74-77.

[25] Liu Yuhang. Research on the improvement of financial process of HR company's general ledger [D]. Dalian University of Technology, 2021.