

Research on the Risks of Campus Recruitment

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Abstract. With the situation of university students' employment is becoming increasingly rigorous, campus recruitment as the main channel of hiring college graduates, is attracting more and more attention. This article from the perspective of employers, the main manifestations and the influence factors of the campus recruitment risk are analyzed. Meanwhile, a number of preventive measures are proposed, which can help companies to avoid the risks of campus recruitment effectively and improve the success rate of campus recruitment.

Introduction

With the development of economy, enterprises has faced the competition which is becoming more and more fierce, and the competition between the enterprises in the final analysis is the talent competition.[1]The university is the cradle of talent, of course is an important battlefield in enterprise competition, campus recruitment has become one of the important channels for enterprise recruitment. However campus recruitment looks like simple, actually is rather tedious activity, there were some risks implicit in every link of the work of recruiting. There are a number of enterprises in the process of campus recruitment invested a lot of manpower and material resources, financial resources, the results are not so good, often can't find the right talent or not attract talent. In recent years, the researches of campus recruitment mostly focused on the existing problems, system construction, validity, etc., few studies of campus recruitment risk. [2]From the perspective of enterprise, this study based on the relevant method of risk identification, can make up for the inadequacy of theory, to some extent also avoid campus recruitment risk to provide the reference for the enterprise? Facing the huge harm brought by the campus recruitment failure, managers should save for a rainy day, on the risk of each link in the campus recruitment work monitoring and evaluation, to take effective countermeasures, in order to ensure smooth completion of the recruitment task.

The Basic Concept

Campus recruitment is a special kind of external recruitment way, can be defined from two aspects of narrow and broad. In narrow sense refers to the enterprise directly recruit all kinds of all levels from the school graduates; [3] Generalized refers to enterprises through various ways to recruit all kinds of new graduates at all levels. In this article, from the perspective of special study.

Campus recruitment work can be divided into three stages: preparation for the recruitment, recruitment stage of implementation, and evaluation stage. [4]Campus recruitment of general process shown in the Fig. 1 below:

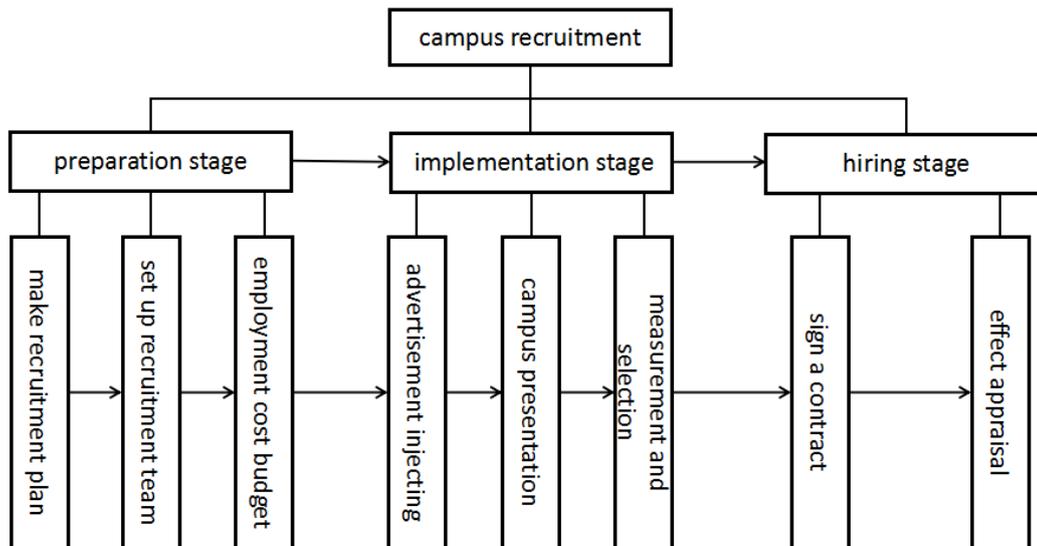


Figure 1. Flow chart of campus recruitment

Recruitment risk refers to that can't find the qualified candidates or hire unqualified staff because of the improper recruitment, thus affecting the operation of the organization, make the organization the risk of loss.

The Major Manifestations

Campus recruitment risk exists in every link of recruitment management process, affected by both of external and internal factors, and its intensity of each part is different under different environment in different periods. [5] According to today's most enterprises' campus recruitment status analysis, its main forms including risks of advertisement injecting, school choice and personnel measure.

Risk of Advertisement Injecting. Advertising is the core content in campus recruitment promotional activities, advertising success or not will directly affect the effect of campus recruitment. Advertising risk mainly comes from the advertising channel selection, the quality of advertising content and the display time. With the development of science and technology, more and more forms of advertising media have appeared such as Weibo, Weixin. Although advertising choice has become more richer, but should be based on the characteristics of different positions and different campus environment, select targeted advertising channels.[6]On the other hand, nowadays the graduates grow with “bombardment” of advertising. Thus the contents need to be modest redesign and packaging, to ensure creativity but avoid causing their disgust. Furthermore the arrangement of the time also need to consider carefully, both to ensure that there is a certain intensity and make sure there is a certain durability.

Campus Selection Risk. At present, enterprises often adopts the method of "the wide net", choose a lot of colleges and universities to hold recruiting activities, and some only choose the famous universities. At the same time, University's attitude is “All's fish that comes to his net”. Therefore, we often see the cluster phenomenon of campus recruitment, lead to the vicious competition and unnecessary waste of manpower, financial and material resources. The enterprise should do their own human resources demand analysis, and then according to the specialties of different colleges and universities, students and even geographical location to make the suitable choice.

Personnel Measure Risk. Personnel measure risk is widespread in all kinds of recruitment channels, as the same as in campus recruitment. For a limited time to complete the recruitment task, few enterprise worked a serious test, modern technology almost neglected, campus recruitment methods mostly adopt traditional written examination and interview, this is just “a piece of cake”

for graduates who have rich experience of find job. Due to the special background of colleges and universities, gather a large number of high-quality talent and graduates often lack their own career planning, their career development in the future is uncertain. So the most difficult in campus recruitment is not to identify the best students, but also is to find suitable people who can afford the job and is willing to grow up together with company. [6]On the other hand, enterprise can through the university's information system, to apply for the position of student education situation and course completion, awards and certificates. To a certain extent, it can reduce the risk of personnel selection.

Influence Factors Analysis

The formation of the campus recruitment risk is the result of joint action of external and internal factors.

External Factors.

Time Limit. In order to avoid conflict with postgraduate examination and civil service examination, campus recruitment peak often on Sep. To Nov, and Mar. To May. Campus recruitment can't occupy the normal teaching time, therefore, available time is very limited. So it need higher organization and execution ability and the process must also to be simplify and compression. Time limit inevitably leads to the enterprise and graduates gather together in the campus, it may result a series of vicious competition and influence to achieve the goal of recruitment. [7]

Geographical Position. Due to the implementation of the "Birth control" policy, many new graduates are only child; most of them are not willing to work far away from home. Location of employment has become an increasingly concern for students, the enterprises should fully consider the geographical position of target colleges when made the choice.

Employment Pressure. In recent years, the number of college graduates is increasing, 2015's has been as high as 7.49 million, and the situation is very grim. Under such a background, easy to bring some risks, such as the school blind invited companies into the campus employment in order to complete the task. Accordingly, the enterprise was also associated with increased risk of the choice of schools. On the other hand, many enterprises make the high recruitment requirements blindly because of the severe competition, there crust people often stay not for a long time in this way.

Market Competition. The plunder of human resources is an important part of the competition between enterprises; the annual campus recruitment has become a region's war for talent. This is easy to induce vicious competition between the industry, such as the additional cost of hiring blindly, the high recruitment requirements, etc., which cause serious damage to recruitment objective.

Internal Factors.

Recruitment Plan Mistakes. The determination of hiring size is the most difficult part of the recruitment plan, the reason is that campus recruitment time span. The business department of development planning generally slower than hiring requirements' certain time. In this period, recruitment requirements are vulnerable to the external economic environment and the company business development strategy adjustment.

Recruiter's Quality Defects. In some companies, recruiters often deem the campus recruitment as a "trip" or "welfare", and lack of a good professional quality, people-oriented consciousness, professional skill and ability, etc. Some recruiters even appear arrogant and disdainful attitude. [8] A recruiter's quality is not high, will seriously affect the effectiveness of the recruitment, really difficult to pick out the suitable student.

Propaganda Inefficiency. In the process of recruitment advertising, some companies will adopt amount of diverse recruitment ways in order to strengthen their propaganda, such as newspapers, multimedia and Internet. Those companies ignore the choice and cost efficiency, which causes amount of recruiting tasks and a series of waste. With the development of information technology, recruiting channels renovate increasingly and show their advantages. [9]The organization should choose recruiting channels based on various factors, such as human resource demand, or enterprise culture.

Measurement System Incomplete. In the resume screening, recruiters are used to look at the score first; some potential suitable applicants will be rejected for a fraction of low. On the other hand, the hardest part to deal with is the interview process, especially for the fresh graduates. In this process, the recruiter often proposed some problem which is involved in the candidate's personal privacy. It may make the graduates feel very embarrassed.

The Lack of Recruitment Feedback. After the recruitment, the most enterprises just notice already hired people, but overlooked the information feedback to those who aren't hired, without giving the also-ran the respect they deserve. In addition, the enterprise human resources department also often lack report the results of the analysis of employed person. Normally, the human resources department put the new employees to the employing department represents the end of the recruitment.

Prevention Countermeasures

The campus recruitment is complex that includes multiple challenges, contains many risks in the whole process. [10]Through the above analysis of campus recruitment risk, we give the following preventive advice:

First of all, enterprises should analysis of enterprise human resource supply and demand objectivity according to their own development strategy, business development, and employee turnover, etc., and then make a scientific and reasonable graduate recruitment plan. The second, it should fully consider the recruiters' professional knowledge, interpersonal skills, and the understanding of enterprise culture when build a recruiting team. Thirdly; we should use the modern measurement tools to design scientific evaluation methods. In addition, we should look at the whole process of recruitment and analyze relevant data, then setting up a recruiting feedback system. At last, enterprises should adopt student internship program actively, to help find needed talents.

All in all, only sets up the risk awareness and focus on all aspects of campus recruitment, can we avoid the risk or minimize the harm.

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