

## A Study on the Decision Making of Internal Recruitments for Enterprise Managers

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### Abstract

This article began its research from the status in quo of the selection for manager in Chinese enterprise. This article pointed out that compare to the external recruitment, the internal recruitment for administrant positions have many advantages, especially in the loyalty and familiarities of business were very obvious. On the basis of all these, this article made a systematic analysis on the internal recruitment for the enterprise managers, established a new evaluation standards system for recruitment decision making, and provided the basis for the decision making of enterprise recruitment.

**Keywords:** Enterprise managers; Internal recruitment; Decision making; System

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### INTRODUCTION

In 21st Century, the core competitiveness of enterprise was more and more depend on the cultivation, hold and use of the most important capital: the talent. The enterprises could not realize a great leap forward development until it has enough talent. In short, the talent is a decisive factor in the development of enterprises. And in all the talent of an enterprise, managers often are

the most important persons. However, many Chinese enterprises now confront such an embarrassed situation, when a administrant position face vacancy, it is not very easy to find a suitable person. At present, from the source of enterprise selecting talent, it could be roughly divided into two categories: internal recruitment and external recruitment. Nowadays, a common phenomenon in many enterprises is the bosses often do not attach much importance to the internal recruitment, but direct focus on external talents market. In fact, the enterprise itself also contains a strong human resources, many of the most suitable for enterprise management talents often exists in enterprise itself. The talent inside enterprises rooted in enterprise interior. And they are pullulate in unique culture of each enterprises, familiar with much things of the enterprise, so the scheme which they proposed is more pertinence, more in line with the actual situation of enterprises. At the same time, they can save the indirect loss of the running in period for the adaptation to the new environment, and then causes the enterprise to reduce the running cost. If one enterprise could use the internal human resources scientifically and rationally, then this enterprise could effectively stimulate the work enthusiasm of employee, strengthening and cultivating employee loyalty to this enterprise. Especially the important positions in the enterprise, such as the selection channels of high ranking manager especially need to be careful. Generally speaking, high ranking managers are more need to maintain continuity, are more need to follow the internal priority principle. Thus it can be seen, for an enterprise, the internal recruitment compared with the external recruitment has many advantages, and could bring higher employment income for the enterprises. Therefore, it is very necessary for an enterprise to develop a suitable internal recruitment decision making scheme. Based on the study of a lot of recruitment scheme, this article will divide the recruitment standard into four main decisive factors: occupation quality, leadership, and

interpersonal competence, physical and mental quality. These four factors are determined by related factors, so as to obtain the comprehensive evaluation decision making system for the internal recruitment of managers.

## 1. THE IMPORTANCE OF MANAGERS TO ENTERPRISE

In the historical course of human society development, talent is an important driving force to promote human society progress. In nowadays, the world is undergoing an important era of major adjustments, major development and major transformation. If any enterprise wants to win ascendancy in the fierce international competition, it should make a major strategic choice, accelerate talent development.

In all the talents of an enterprise, the managers have a self-evident importance. Because a fully automated factory could have no ordinary staff, but there must have managers. The managers themselves belong to the components of enterprise. And the managers play an important and pivotal role in the organization operation processes, such as the decision making, planning, guidance, assessment, control and etc.. A good manager is one of the most important guarantees for the all right operation and development of enterprises. So an excellent enterprise also must create the conditions for the born of the best managers, and provides suitable soil for the managers to thrive.

The managers just like the neutrons in a nuclear fission process. The neutrons bombard nuclei can cause chain reaction. Similarly, managers could trigger a chain reaction within the enterprise. In most of the organizations, the managers are the most expensive resources. And they are the fastest waste, most in need of continued complementary resources. A good manager team will take years to build. The survival and development, the rise and fall, the living and death of an organization depends largely on the decision of managers, especially the strategic decision making of the top managers. If the managers could not all right fulfill their duties, the enterprise will as likely as not fall to pieces in a very short time. In short, the managers is a kind of be a life and death matter exists for enterprises to survive.

## 2. THE INTERNAL RECRUITMENT OF SELECTION SCHEME FOR MANAGERS

The so-called "recruitment", refers to a kind of talent selection mechanism. It applies to all levels of business and administrant positions which have implement testing and appointment system. If it is used for internal recruitment, is the internal recruitment administrant position. That means the companies make full use of the existing human resources, make reasonable exploitation

on the internal human resources, and find out the suitable talents for the vacantly administrant position. This kind of selection mode could make all the company staff, irrespective of position high or low, the contribution more or less, are able to stand on the same starting line, to accept the company's selection and appointment. At the same time, the employee can also according to their own characteristics and the demands of the job, put forward their own expectations and requirements.

Competition for posts can be used as a necessary measure to ensure the organization reform smoothly and an effective means to restore enterprise culture. It can break the concept of follow the beaten track, abandon the system of give top priority only to seniority in the selection of cadres, really reflect the managers are able to work both at the top and down below, consciousness of the survival of the fittest market idea and competition, encourage employees to ceaseless innovate, improve themselves, inject new vitality into the organization, and at the same time, strengthen sense of mission and sense of responsibility of the staff.

## 3. THE ADVANTAGE OF THE INTERNAL RECRUITMENT COMPARE WITH THE EXTERNAL RECRUITMENT

When an enterprise have some vacancies in administrant positions, or have to establish a new administrant position, how to choose the right talent to get the position, is the very concerned problem of the enterprise executives. In the external recruitment and the internal recruitment, many enterprises will choose the internal recruitment first. The internal recruitment has become the internal benchmark of enterprise human capital recruitment management. Procter & Gamble is an America producer of consumer goods, but also is in tenth most admired companies of the Fortune 500. The continuation of 140 years of "internal promotion system" has become one reflect of the Procter & Gamble company's most distinctive enterprise culture. It is the core system of Procter & Gamble's personnel system, and is the winning talisman of Procter & Gamble to attract talents and retain talent.

Compare with the external recruitment, internal recruitment has some advantages. These advantages mainly reflected in the following points:

(1) Values. Due to the long time grinding in, the staff and the enterprise have shape convergence values based on the same target. The staff and the enterprise have a sense of trust each other. The staffs have integrated into the enterprise culture, have identified with the values and codes of conduct of the organization, and have high loyalty to the organization.

(2) The validity and reliability of selection. The employees who obtain promotion have been working in the enterprises for many years, the symmetry of

information between enterprises and employees. The enterprise has a more accurate understanding and grasp of internal staff's working attitude, quality and ability and development potential. So, promote internal staff is more advisable than employ external talents.

(3) The lost of learning. The internal staff are very familiar with their enterprise's existing staff, business pattern and administrant mode. So, they are easy to communicate and coordinate, more quickly into the role of the new position, stronger adaptability to the new position, and the running in period is shorter. Especially under the circumstances of the enterprise's business field is very special, generally outsiders are difficult to adapt, so promote internal staff could have a lower learning cost, and it is in favor of bring into play organizational effectiveness.

(4) Customer resources. The internal talents, who get promotions, have already constructed good relations with customers. This is the internal staff's human capital which is difficult to transfer. For the enterprise, promote the internal staff, could unceasingly make use of these customer resources to serve the enterprise, and the efficiency is relatively high. If employ the outside talent, the enterprise may need to increase the opportunity cost of reestablish mutual trust with customer, and may also lead to the risk of huge loss of customers.

(5) Staff motivation. Internal selection could provides greater development space for the internal employees of the enterprise, even to the members who did not get promotion yet, also have a demonstration effect, make the employees growth and the organization growth in sync, helps to motivate the morale of staff, to form a good atmosphere of aggressive pursuit of successful occupation, inspires the great working enthusiasm of employees, improves the efficiency and benefit of enterprise operation.

## 4. THE DESIGN OF DECISION MAKING SYSTEM FOR INTERNAL RECRUITMENT

Internal recruitment mainly focuses on the competition. For the candidates who join in the recruitment, need to obey the same competition rules and fully show their comprehensive quality in a relatively short time. For the enterprises, they want to find out the talents who are suitable for them in all candidates who join in the recruitment, and choose the best talents. While the internal recruitment roughly has such steps: determine the positions for recruitment, make the scheme for internal recruitment, announce the scheme for internal recruitment, evaluate and review the candidates who join in the recruitment, announce the results of recruitment and complete the follow-up work. Among these steps, the most important one is make the scheme for internal recruitment. Because the scheme for internal recruitment direct determines the effect of internal recruitment. So, in the process of internal recruitment, the enterprise must adhere to the principle of procedural justice, open process and fair results; build up the objective and fair recruitment decision making criteria, increase transparency, considerate comprehensive all the index.

### 4.1 Establish All the Indexes of the Recruitment

By research some existing Chinese enterprises recruitment scheme and the recommendations of relevant managers, based on analysis of relevant data and continuous improvement, bring forward the new score scheme for manager internal recruitment. The evaluation indexes of this scheme could divide into 12 aspects in 4 levels. The specific contents as shown in Table 1:

**Table 1**  
**The Score Criterion of Internal Recruitment for Managers**

The score criterion of internal recruitment for managers		
Evaluation item	Evaluation criterion	
Occupational Quality	Work performance	Whether the work performance is significantly higher than expected; whether have outstanding performance in the various aspects involved in the job requirements or whether have a obvious mistake;
	Work experience	Whether have many years of relevant position working experience; whether is familiar with the related work of the recruitment position; whether is in need for relevant training;
	Working capacity	Whether have the ability of the position required; whether all the ability characteristics are outstanding; whether have enough professional knowledge or skill;
	Working attitude	Whether agree with the recruitment for positions; whether devote all heart and soul into recruitment; whether show the great loyalty to the team and the love for the work; whether have the overall situation awareness;
Leadership	Judgment and decision making ability	When face an emergency, whether he could impassivity, trade off reasonable; When face multiple choices, whether he could quickly grasp the situation, put forward the feasible scheme, optimize selection, handle decisively and properly;
	Sense of cooperation	Whether he positively contact and assist other departments to carry out all the work of other departments; whether he had any disputes with other departments;
	Team management skills	Whether he actively promote and create a cooperative working atmosphere; whether he set himself an example to others in the actual work; whether he have strong team consciousness; whether he make the division of team clear;

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The score criterion of internal recruitment for managers		
Evaluation item	Evaluation criterion	
Interpersonal skills	Superior	Whether the work performance is outstanding; whether willing to recommend the promotion
	Customer	Whether he is serious and responsible in the work; whether he could quickly deal with problems of customer ;whether he had produced complaints from customers;
	Subordinate	Whether he pay attention to internal management; whether his responsibility is strong; Whether he is often concerned about subordinates, whether he could take the initiative to collect suggestions of everybody; whether he could solve problems with fair and justice;
Physical and Psychological Quality	Psychological quality	Whether he is confident, active and sunny; whether he has a steadfast gaze, a loud voice; Whether his psychological and control force is strong under pressure;
	Physical quality	Whether the physical indexes are qualified

In this evaluation criterion, the occupation quality indexes are mainly considerate whether the candidates are equal to the position in the daily work. However, in reality, there are a lot of talents who are high quality in occupation but are poor managers, so leadership indexes are consider whether the candidates are equal to the positions by check their manager ability. However, does the candidates who have enough occupation quality and leadership good manager? The answer of course is no. Because all these could only show that the candidates are suitable for this work and manage their own team, but not necessarily could obtain the positive evaluation really from the heart of the boss, the subordinates and the customers. Therefore, the external evaluation is very necessary. This is the reason why we need to specially establish the interpersonal competence indexes. Now, does a candidate who possesses the occupation quality, leadership and interpersonal skills can be regarded as a good manager? The answer is still no. Because the premise of these evaluation indexes works is the candidate has physical and psychological health. If the candidate's physical and psychological qualities are not up to the criterion, he could not have the energy to manage his subordinations. In summary, a qualified manager should have four indispensable qualities: the occupation quality, leadership, interpersonal skills and physical qualities.

#### 4.2 Determine the Weight of All the Recruitment Indexes

After established the index system, then we should determine the weight of all indexes according to their importance degree. Weight refers to the importance of

evaluation indexes in the evaluation system and evaluation indexes should be accounted for in the total proportion. Determine the weight of evaluation indexes could reflect the status and role of each level and each index in the whole evaluation criterion system. We should distribute and determine appropriately the different weights of all evaluation indexes according to the different degree of each evaluation indexes react to the evaluation object. The common method of determine weights are Delphi method, Analytic Hierarchy Process, fuzzy comprehensive evaluation method and Subjective experience and etc. Enterprises could choose one method according to their own specific circumstances.

#### 4.3 Quantify Recruitment Indexes

The work of quantify the recruitment indexes include determine the weight, and measure all the recruitment indexes. The measurement of any single indexes is determined by two factors: One is the grade of measurement and the corresponding scores; the other is the rule or criterion of measurement. This article will not elaborate the specific measurement method for evaluation indexes.

Through measure all the indexes value, multiply them by their own weight value, and sum them up, the total is the comprehensive score of recruitment candidate, decision makers could directly determines suitable candidates according to the comprehensive score. Table 2 will use a recruitment candidate as an example to illustrate the application process of the system. In the Table 2, the standard value of evaluation item is 10. And this is the optimal level of the given corresponding index.

**Table 2**  
**Comprehensive Evaluation System of Internal Recruitment for Managers**

Comprehensive evaluation system of internal recruitment for managers					
Evaluation item and weight value		Evaluation item standard values	Evaluation item actual measurement values	Relationship ratio = actual measurement values / standard values	Total score value = weight value * relationship ratio
Occupational quality(45)	Work performance (15)	10	9	0.9	13.5
	Work experience (10)	10	9	0.9	9
	Working capacity (10)	10	9	0.9	9
	Working attitude (10)	10	10	1	10
Leadership (20)	Judgment and decision making ability (7)	10	9	0.9	6.3
	Sense of cooperation (7)	10	9	0.9	6.3
	Team management skills (6)	10	9	0.9	5.4

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Comprehensive evaluation system of internal recruitment for managers					
Evaluation item and weight value		Evaluation item standard values	Evaluation item actual measurement values	Relationship ratio = actual measurement values / standard values	Total score value = weight value * relationship ratio
Interpersonal skills(15)	Superior (5)	10	10	1	5
	Customer (5)	10	10	1	5
	Subordinate (5)	10	10	1	5
Physical and psychological quality (15)	Psychological quality (8)	10	10	1	8
	Physical quality (7)	10	9	0.9	6.3
Total		100			88.8

Therefore, this system could directly quantify the comprehensive situation of the recruitment candidate into the concrete numerical value. Decision makers could directly determine pros and cons of the recruitment candidates according to the examination scores of the recruitment candidates. It is very convenient intuitive judgment and comparison.

### CONCLUSION

This article researched the internal recruitment in enterprise manager, starting from the new dimension, made a new scoring criterion system, and illustrate the convenient and feasibility of this system through an example. It has strong practicability and maneuverability. There is a need to explain, this article focuses on the research of establish an index system of weights, so the specific process of determine the weights and quantitative methods of indexes have not elaborate. In addition, the scientific and reasonable index system must be equipped with a reasonable evaluation method for individual ability show differences in various evaluation indexes. Therefore,

the choice of the evaluation method is also very important. The method of talent evaluation is a mean which could get review and evaluate data of the recruitment candidate. It often use record analysis, written examination and Computer test, interview, psychological measurement and scenario simulation method and so on. The enterprises need to choose the appropriate method according to their own circumstances. So, all these problems need further research and discussion.

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