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Research on innovative talent recruitment based on organizational commitment theory

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ABSTRACT

The article uses emotional commitment, continuous commitment and normative commitment of organizational commitment theory as the main line, analyzes the main reasons affecting innovative talent recruitment effect: including recruitment importance, recruitment channel, evaluation methods and the recruitment staff, researches innovation talents personal factors, organizational factor, social factor and professional talent supply and macro economy how to cross influence recruitment management, establishes innovative talent recruitment management model based on the theory of organizational commitment, puts forward the suggestions about how to deep understand talent quality structure and use differentiation interview.

KEYWORDS

Organizational commitment theory; Innovative talents; Recruitment management.



INTRODUCTION

In twenty-first Century, economic globalization and information highlights the knowledge production, possession and use has become the most important factor to determine the comprehensive competitiveness of a country in the world. As the carrier of knowledge, talents, especially high-level innovative talents has become the focus in the world^[1]. Innovation is the soul of a nation's progress and inexhaustible motive force for the development of human society, knowledge economy and globalization era is calling for innovation and innovative talents^[2], therefore, innovative talents have professional knowledge, innovation willingness and good comprehensive quality, they can attract every kind of human resources department, because of innovation ability, innovation spirit and personality, they also can meet product life cycle, updating quickly, consumer demand diversity, it will make them more popular. The competition between enterprises is intensely competitive, establishment and development of core competence has become necessary for long-term development of enterprises^[3], innovative talent is an important guarantee to establish and improve core competitiveness, how to recruit and the introduce innovative talents has become a key issue for company.

MEANING OF ORGANIZATIONAL COMMITMENT THEORY

Organizational commitment is an important content of organizational behavior, organizational commitment has a positive relation with employee individual behavior and work output, it attracts many scholars. In 1960, American sociologist Becker originally proposed the concept of organizational commitment (Organizational Commitment), he took it as a psychological phenomenon, that will let staff stay in the organization continually with the high devotion^[4]. Organizational behavior specialists Buchanan (1974) and Porter (1974) made a definition on organizational commitment on the basis of their research^[5,6]. They believed that promise showed a feeling dependence, it was not the “tool concept” Becker emphasized. Porter (1974) and Mowday (1974) pointed out that organizational commitment was a relative degree of recognition^[6,7]. Allen and Meyer (1990), Meyer and Allen (1991) analyzed organizational commitment theory comprehensively and put forward three factors theory to test the model^[8,9]. They believed that there were at least three kinds of organizational commitment: affective commitment, continuous commitment and normative commitment^[10].

ANALYSIS OF INNOVATIVE TALENT RECRUITMENT INFLUENCE FACTORS

Successful recruitment depends on two preconditions and be affected by two kinds of errors. First, applicant distribution could affect recruiting effect, Second, distinction degree of selection tool can also affect it^[11]. Factors of influencing the organization recruitment effect includes five parts: recruitment staff quality; job analysis; methods of recruitment and talents matching degree; interviewing; treatment and job seekers expectation^[12]. This paper analyzes the model of innovative talents quality, as shown in Figure 1:



Figure 1 : Innovative talent recruitment influence factors

A. Recruitment attention degree

Whatever choosing internal recruitment or external recruitment, giving higher attention to recruitment, especially the choosing process not only promotes the recruitment work orderly, but only effectively improves the interview, that could distinguish whether the innovative talents quality and key competency matches work, organizational goals and affective commitment or not, it would effectively improve the quality and effectiveness of recruitment. This requires the organization, including HR recruitment specialist, human resources director, general manager and other senior management leadership to participate in the recruitment process, which can ensure the internal recruitment a fair, open environment, it would improve recruitment efficiency and high quality.

B. Recruitment ways

Recruitment channel selection should meet the purposiveness, economy and feasibility, innovative talent recruitment should not only meet the above requirements, but also be different from the conventional talent recruitment. From the conventional channel selection, it is generally divided into internal recruitment (promotion) and external recruitment (screening). From the internal recruitment, organization have been able to identify the innovation ability and innovation consciousness of creative talents, they can meet the need of talents' own development space and value realization through comparing innovative results, it's a kind of lifting method and good testing for the employees who have high continuous commitment and normative commitment, Innovative talents with higher quality relatively have higher normative commitment, promotion method can retain the long-term core competitiveness; From external recruitment, because of the scarcity of innovative talents, it is difficult to attract talents available through general recruitment information, such as network recruitment, advertising, campus recruitment and others.

C. Testing methods

As a tool and a means, evaluation technology should be inseparable with the problem to be solved, enterprises must improve the predictive validity of evaluation tool and select suitable people^[13]. Diversity of evaluation technology is directly related to the innovation talents measurement results. In the premise of clearing evaluation purposes, choosing evaluation techniques of different ability and the angle affects innovation talents measurement result largely, Choosing what assessment tools and methods can accurately test the candidates three factors of organizational commitment, it's also an indeterminate factor, Choosing appropriate evaluation tool needs organizational goals and the job characteristics. At the same time, using a combination of assessment tools also have a positive impact on innovative talents intelligence and non intelligence quality evaluation results.

D. Recruiter

The recruitment staff have shortcomings in knowledge, ability, experience and interview skills, subjectivity, too broad or too strict may produce emphasis on first impressions, halo effect and others, which lead to the recruitment failure^[14]. From the view, if innovative talent recruiter don't have professional training, they can not use professional vision to screen innovative talents performance and accurately measure their affective commitment, continuous commitment and normative commitment, which will result in missing innovative talents, wrong choice of innovative talents and recruitment failure in the key link.

ANALYSIS OF INNOVATIVE TALENT RECRUITMENT FACTORS BASED ON ORGANIZATIONAL COMMITMENT

Innovative talent recruitment factors based on organizational commitment are described by three parts: innovation talents factors, organizational factors and social factors, as shown in Figure 2

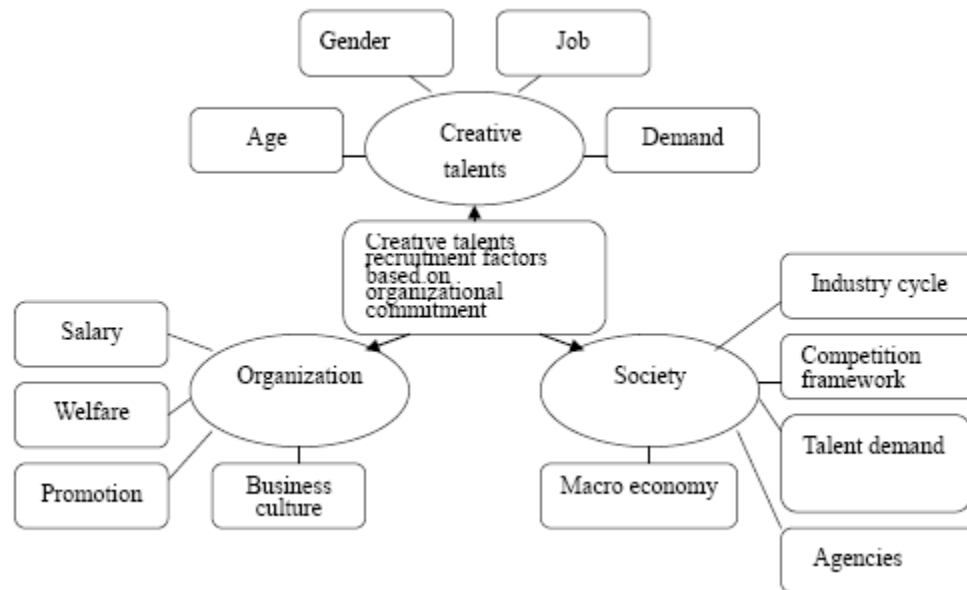


Figure 2 : Innovative talent recruitment factors based on organizational commitment

A. Individual factors of innovative talents

First, gender. Gender will affect the employee's affective commitment and persistent commitment, Xun Cui^[15] and Grusky^[16] found that female's affective commitment is higher than male staff, but male's persistent commitment is higher than female staff. Second, age. Along with the growth of the age, persistent commitment and affective commitment is deeper than before, senior innovative talents are willing to remain in the organization, it has a positive effect on the internal recruitment. Third, work itself. Innovative talents are proficient in one or several aspects of the knowledge, they prefers to the work with higher challenge, challenging work itself can attract talents to join the organization, that will lead to higher persistent commitment. Fourth, individual demand. Development needs (Promotion), system demands, environmental requirements and domestic demand are related with organizational commitment.

B. Organizational factor

First, salary level. In competitive economic and social platform, staff's salary level plays the role of effective competition effects. The innovative achievement of innovative talents need higher salary. Higher salaries can attract talents and gradually form a positive effect on persistent commitment. Second, benefits. Compared to the salary, welfare reflects the enterprise long-term commitment employees rather than short-term commitment. Humanized welfare not only attracts staff to join the organization, but also deepens persistent commitment. Third, promotion opportunities. Promotion space and quantity directly affect staff's long-term development prospects.

Innovative talents is sensitive to promotion. Abundant promotion chances is good to build organizational commitment and form long-term continuous commitment and normative commitment. Fourth, enterprise culture. Innovative companies create innovative atmosphere, fair competition, harmonious interpersonal relationships and unique enterprise culture atmosphere, which can lead to producing organizational commitment and improving affective commitment as time went on.

C. Social factors

Based on the theory of organizational commitment, there are five factors affecting core staff external opportunities: industry development cycle, industry competition structure, industry

professionals demand, industry intermediary companies and macro economy, including macro economic development cycle and national industrial policy. On one hand, we can see that employee's organizational commitment changes with external interests conditions when objective condition and supply and demand are unchanged, level of organizational commitment will be reduced, which produces challenges to keep the internal innovative talents stay in the organization. On the other hand, with the changes of the supply and demand level and macro economic policy, organization can grasp the opportunity to provide better working conditions and promise, attract talent and improve the core competitiveness of the organization.

INNOVATIVE TALENT RECRUITMENT MANAGEMENT MODEL BASED ON THE THEORY OF ORGANIZATIONAL COMMITMENT

A. Innovative talent recruitment management model construction based on the theory of organizational commitment

Based on the above described, the paper sets up the innovative talent recruitment management model based on the theory of organizational commitment by analyzing three main factors influencing the innovative talents, recruitment management based on the organizational commitment and innovative talents quality, it's divided into two aspect: intelligence and non intelligence quality, as shown in Figure 3:

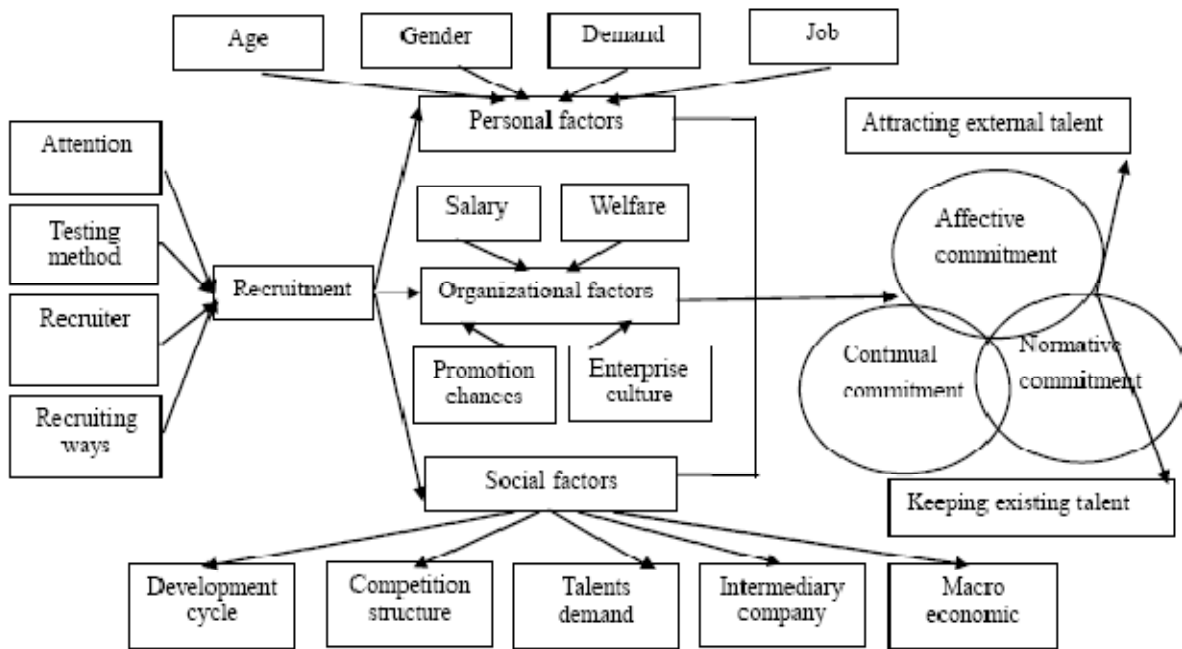


Figure 3 : Innovative talent recruitment management model based on the theory of organizational commitment

B. Effects of organizational commitment of various dimensions on recruitment

Internal recruitment tends to use the promotion to retain the talents, external recruitment focuses on optimizing organization condition to excavate talents from talent market, so the dimensions of organizational commitment needs to expounded separately from the internal and external recruitment. On the one hand, from external recruitment, affective commitment is highest, followed by continuous commitment and normative commitment. If companies recruit innovative talents with higher affective commitment, they not only have higher sense of organizational identity, but also know strategic objective and organization nature better, it's good to establish deep feelings to the organization, personal-organization fitness degree is high, separation rate in the future is low, satisfaction and performance is high, they all are in conformity with the long-term development of organization. In the

continuous commitment and normative commitment, as the external innovative talents did not start to work and invest for organization, it's not easy to measure these two dimensions influence. On the other hand, from the view of internal recruitment, affective commitment-continuance commitment-normative commitment, this order is effect of organizational commitment dimensions on it. Continual commitment is higher than the normative commitment, because to continual commitment, innovative talents consider uncertain factors when jumping to other organizations and inputs results to organizations; the latter has lower sanction to innovative talents, because in the background of knowledge economy, innovative talents with self planning and development space pay attention to self development.

C. Influence of organizational commitment dimensions interaction on recruitment

In the recruitment management, every effect of organizational commitment dimension produces influence by interaction effect. Research shows that the employee's affective commitment has strong effect on flow tendency with lower normative commitment; employee's affective commitment has weaker effect on flow tendency with higher normative commitment, that is to say, normative commitment plays a regulatory role in emotional commitment influencing talent flow. Under the interaction of affective commitment and continual commitment, even if the external provides more excellent operation conditions, employees tend to stay in the intrinsic organization.

INNOVATIVE TALENT RECRUITMENT MANAGEMENT SUGGESTIONS BASED ON THE THEORY OF ORGANIZATIONAL COMMITMENT

A. External recruitment advice

a. Understanding quality structure of innovative talents deeply

Innovative talents have higher professional level in one area or more, when facing with a problem, they are more willing to find a new path and solve problems with their professional knowledge and unique perspective, they are not willing to use the traditional thinking and the traditional method to solve, that is to say, they refuse to be an imitator, but a creator. Quality structure model of innovative talents need to be mastered by managers. Compared to the traditional recruitment, cognitive ability of innovative talents can be seen visually from the ice model above, but other qualities, mental qualities and social quality of emotional quality, as well as non intelligence quality motivation and personality are hidden in the iceberg below. Management should recognize that talent motivation and personality has higher correlation degree with organizational commitment and affective commitment, it's a key point to test. Grasping the quality of innovative talents is an important prerequisite for external recruitment.

b. Using differences in the interview

First, designing appropriate problems and achieving effective listening. When designing questions in the interview, managers need to make information investigation, collect information which can creative contribution to organizations or collect cases about individual producing innovation performance relying on the innovation ability. Second, making full use of the assessment center and identifying talent quality. Assessment center can fully test if the talents are suitable for the organization when managers do not understand the external personnel and higher risk.

Assessment center method usually includes the psychological test, interview, scenarios simulation and a series of test, it can test applicant social intelligence, team cooperation ability, communication skills and conflict resolution skills well.

A. Internal recruitment advice

a. Establishing humanized family resettlement model

First, arranging spouse employment. Innovative talents generally have less trouble in salary income, organizations provide jobs for the spouse to establish a stable social activities for the family, it can establish emotional beggar and improve the level of organizational commitment. Second, differential treatment to registration problems. Registration problems have gradually become the common concerns of innovative talents, some enterprises position has become an important selection criteria to attract outside talents, particularly in the capital and the southeast coastal areas. Both in internal and external recruitment, solving registration problems contributes to belonging formation and effectively improving the level of organizational commitment. Third, solving children studying and old

man care. It can establish harmonious and warm family relations for the innovative talents and promote the level of organizational commitment.

b. Creating a comfortable and harmonious organization environment

First, building a high satisfaction work environment. Comfortable office environment, and pleasant mood office is good to attract innovation talented person. Flexible working could give innovative talents full freedom and autonomy and create higher satisfaction work environment. Second, providing rich occupation career and promoting opportunities. Most of innovative talents have specific planning and design for their own occupation career and potential to realize self value. Organizations provide rich and reasonable promotion opportunities for them, which can help to attract and retain talents, reduce internal staff flow probability and improve the organization competence. Third, establishing a fair organization environment. External high salary and internal fair salary system can attract foreign talent and maintain the stability.

c. Establishing warm and unique corporate culture

Establishing corporate culture can help employee identify organization, strengthen the intangible value and improve the competitiveness in the industry. Each distinct corporate culture can not only attract external talents with high organizational identification, but also paly a positive role for internal staff relations stability, which can comprehensively improve the level of organizational commitment. Therefore, establishing a unique corporate culture is not for establishing, but for finding same person and organization's long-term commitment.

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