

A Comparative Study on Human Resource Management in Private and Public Sectors from the Perspective of Recruit Channels

Bo Li⁺

School of Humanities, Economics and Law, Northwestern Polytechnical University, Xi'an, Shaanxi Province, 710129 China

Abstract: The arrival of knowledge economy era gives rise to public sector HRM (human resources management) reform worldwide. The introduction of private sector HRM experience will help improve and fortify public sector HRM, which is consistent with the administrative system reform in China. First, the concepts of private and public sectors are defined in this paper; Second, differences in recruit channels between them are studied; Last, suggestions on how public sectors emulate the HRM experience from the private sector are proposed.

Keywords: Public Sector, Private Sector, Human Resources Management, Recruitment Channels

1. Introduction

With social and economic development, there are two different HRM theories coexisting: the private and the public one. The latter has been influenced by the former gradually. Private and public sectors are different types of organizations with clear-cut boundary. Expedition of HRM in public sectors relies much on the understanding of its characteristics and how to learn from that of private sectors.

2. Definitions of Private and Public Sectors

Generally, the social sector is divided into three parts: governments, competitive corporations (pure non-public or private sectors), and non-governmental public organizations (public sectors). This third one is intermediated between governments and business corporations, which are dependent on or like the second one.

3. Public Sectors' Recruit Channels and Ways

In China, public sectors recruit public servants by national or regional examinations generally including external and internal recruit ones. The former is once a year; and the latter promotion evaluation within organizations. Besides, there is another way called "selection of college graduates", which means that government plans to select graduates excellent in both study and morality with Bachelor's degree above and let them have grass-root work experience. They will become candidates for cadres of CPC (communist party of China) and administration, and be trained to be important candidates for staffs in Party and administrative institutions above county level.

4. Private Sectors' Recruit Channels and Ways

HR (human resource) is one the crucial resources for private sectors to gain and maintain their core competitive advantages. There are several recruit channels for private sectors: internal recruitment, job fairs, campus recruitment, job agency, newspaper recruitment, online recruitment, recommendation of internal staffs [1].

4.1. Internal Recruitment

It is merely open for employees of a private sector. It can greatly cut down recruitment cost. Employers are easy to make choices for their familiarity with employees' personal information. That is, the information between employees and employers are symmetric. Employers can have an accurate evaluation of the job applicants by their daily performances in corporations. And internal recruitment can initiate employees to

⁺ Corresponding Author. Tel:18792409152 ; Email Address:76756167@qq.com

realize their personal values. In some companies, it has been an effective way, for it is taken as an exclusive system for opportunities [2].

4.2. Job Fairs

By job fairs, corporations can also hunt the right ones. Employers can receive resumes from job applicants and talk with them directly, which can save time.

4.3. Campus Recruitment

Companies can use special or collective recruitment fairs in colleges to take in graduates shapeable who can vitalize them.

4.4. Agencies for Talents

Job agencies include talent exchange centers, employment agencies, and head-hunters, etc. they introduce the right talents to private sectors and find the corresponding corporations for job hunters. On receiving job information from job suppliers, job agencies will immediately look for the right employees [3].

4.5. Newspaper Recruitment

Compared with the previous ones, it may be the best way to save time and efforts, for what you do is just to ask release job information in newspaper's business columns.

4.6. Online Recruitment

It is mainly characterized by extensive coverage, timeliness, no regional limitation, huge influx of resumes, and low cost. Distant recruitment system is based on internet communication and supported by multimedia and distant video transmission technology, which provides talents for private sectors. By this way, job applicants and suppliers can have face to face audio communication and image inspection. The whole interview will be accomplished in a short while with expected results [4].

4.7. Recommendations of Internal Clerks

Employees can recommend companies such people as their relatives, friends, and colleagues. The information between people recommended and corporations is symmetric, for recommenders can tell them the detailed information of their corresponding counterparts, which is good to HR allocation.

5. Differences in Recruitment Channels and Manners between Private and Public Sectors

The recruit channel of public sectors is narrower than that of private sectors, for the mere enrollment way of the former is the national or regional examinations once a year, and the latter use more than formal examinations. In private sectors, the one who is competent can be recommended as candidate without any rigid examination procedure.

6. Suggestions on How to Improve the HRM Recruitment Procedures in Public Sectors

Although HRM in public sectors has its peculiarities, we can also learn from practices and theories of that in private sectors. It is supposed to change the start procedures of public servant selection.

6.1 Broadening External Recruitment Channels

6.1.1. Perfecting the "Selection of College Graduates as Grass-root Officials" System

Some "college graduates selected" do not have a comprehensive understanding of the nature and characteristics of institutional work. Hence, it is better to publicize relevant information about the system, let them understand the truth, have them make right choices. Furthermore, the selection standards should be much stricter than before. According to principles of morality and competence, we should introduce excellent college graduates into western grass-root areas who have ideological and political literacy, strong organization and leadership ability and voluntariness to serve people.

6.1.2. Increasing Open-to-all Recruitment Methods

In order to carry out open recruitment, we should not only increase the amount of functional institutions, but also add more channels. Jobs provided by governments should not be merely to such institutions as

state-own departments and colleges, but are open to all, especially the private sectors. Employees in private sectors have strong awareness of costs and profits and good organizing ability which are rare in governmental organizations. The introduction of them is crucial for the improvement of public servants' competitiveness.

6.2. Furthering the Internal Recruitment Methods

In light of the lack of competitiveness in clerk promotion of public sectors, competition based opportunity system of private sectors should be brought into the internal recruitment.

6.2.1. Diversifying Evaluations

We can use several modern scientific evaluation techniques to test candidates' performances and conclude what kind of ability and potentials he or she possesses. These evaluation methods include psychological evaluation, situation simulation test, talent evaluation center method, and so on.

6.2.2. Drawing up Charts of Backup Candidates

This diagram is based on results of performance evaluation, which directly shows the possibility of members' promotion. Through the chart, we can have a clear glimpse of public servants' performances. It visualizes the results of performance evaluation. Besides, we still need a sound supervision and inspection mechanism, set up regular promotion and demotion system, help cultivate public servants' spirit of rationality, view of reasonability, and eradicate partiality in justice.

6.2.3. Strengthening the Feedforward Control System

we need to establish such a mechanism, embracing sub-systems related to rotation position, assistant position, temporary agency, and "Passing, Helping, and Guiding", will undoubtedly facilitate the desirable promotion and nomination of high-quality talents to positions, which would allow them to fully apply their talents in practice. To ensure the effectiveness of this feed-forward control system, the government should also compel corresponding chief administrative officers to hold responsibility for talent selection and nomination, so as to avoid any negligence and misconducts from happening.

6.2.4. Introducing of Open Competition System of Selection and Nomination

Open selection and competition for jobs do not only show the openness and transparency of employment, but is a breakthrough in solving problems of lacking preparation for promotion and demotion among cadres to a great extent. It sets up a high criterion for cadres' enrollment and makes many choices compete with each other. What's more, it can ensure majority of people have the right to know, the right to participate, and the right to monitor, above all take people's competence as the top priority.

6.2.5. Adhering to Principles of "Openness, Justice, and Fairness"

Additionally, we ought to standardize operation systems concerned, take effective measures, strengthen legislation procedures, and improve definiteness of provision. Meanwhile, we also manage to get rid of such bad practices as mysticism, formalism, subjectivism and sectarianism.

7. References

- [1] H. Duan & L. Su. On differences and interactions in HRM between private sectors and public sectors. *Chinese Public Administration*. 2006, (6).
- [2] S. Zhu. On the differences in HRM between private sectors and public sectors. *Chinese Public Administration*. 2007, (6).
- [3] Z. Zhu. Pilot research on public institutions' recruitment. *Chinese Talents*. 2006, (9).
- [4] Z. Liu & B. Wang. Analyzing the recruitment channels of private sectors under the circumstances of knowledge-based economy. *Market Modernization*. 2006, (11).