# The Effectiveness of Recruitment at Guizhou Vocational Colleges of Industry and Commerce, Guizhou, China

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## Abstract

This study investigates the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce, aiming to analyze the current status and characteristics of faculty recruitment, identify the main factors affecting recruitment effectiveness, and propose practical strategies for improvement. Grounded in recruitment management, organizational performance management, and human resource management theories, the study adopts a quantitative research approach. A questionnaire using a five-point Likert scale was distributed to faculty members, and a sample size of 250 was determined using Taro Yamane's formula. The data were analyzed using descriptive statistics and validated with Cronbach's alpha to ensure reliability.

The survey results show that 68.67% of respondents believe that the current recruitment situation is poor and that recruitment effectiveness is ineffective. Key issues include mismatched expectations between candidates and positions, inconsistent processes across departments, unclear planning, and ineffective recruitment channels. The most significant factors influencing recruitment effectiveness are competitive compensation and benefits, alignment of recruitment goals, clear recruitment standards, and diversified recruitment channels. Based on these insights, the study offers targeted strategies to enhance recruitment efficiency, align expectations, and improve talent retention. The research provides practical reference for private vocational colleges aiming to strengthen faculty recruitment and support high-quality institutional development.

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**Keywords:** Recruitment Management; Recruitment Effectiveness; Private Vocational Colleges

## Introduction

In recent decades, China has undergone an extraordinary transformation in its economic and industrial sectors, fueled in large part by advancements in science, technology, and manufacturing. A key driver behind this progress is the growing demand for technically skilled personnel who can adapt to rapidly evolving industry needs. Vocational education has thus taken center stage in national development strategies, with a strong emphasis on cultivating practical skills, workplace readiness, and innovation capabilities (Jiang, Y. & Gu, J., 2023). Within this context, private vocational colleges have emerged as important contributors, offering flexible, employment-oriented programs that complement the public education system.

Despite their rising importance, however, private vocational colleges in China face critical systemic challenges chief among them is the recruitment and retention of high-quality teaching staff. Faculty members are not only responsible for delivering technical content but also play a crucial role in mentoring students and shaping their professional identities. When institutions fail to recruit or retain competent educators, the quality of instruction suffers, and the institution's reputation and sustainability are compromised (Wang, G., 2020). Therefore, the issue of faculty recruitment and retention is not merely an internal administrative concern but a significant factor influencing the broader development of vocational education. A striking example of this problem is found at Guizhou Vocational College of Industry and Commerce, a well-established private institution serving thousands of students in southwestern China. In 2023, the college conducted interviews with 230 teaching candidates. Out of these, only 78 were hired, and alarmingly, just 36 remained on staff beyond the initial onboarding period. These statistics reflect a recruitment efficiency of less than 34% and a short-term retention rate of only 46%, raising serious questions about the effectiveness of current hiring practices and support systems for new faculty members.

Several factors may contribute to such outcomes. First, private vocational colleges often struggle to offer competitive salaries and benefits compared to

public institutions or private-sector employment, making them less attractive to qualified candidates (Chan, W. K. & Zhang, J., 2021). Second, organizational culture, administrative support, and career development opportunities within private colleges may not be sufficiently robust to motivate long-term commitment from staff. Third, mismatches between institutional expectations and employee competencies or values may result in early attrition, especially if recruitment processes are not strategically aligned with long-term organizational goals (Liang, L. & Abd Rani, N. S., 2025).

This study seeks to investigate the effectiveness of faculty recruitment practices at Guizhou Vocational College of Industry and Commerce by focusing on three core objectives, 1) To assess the current state of faculty recruitment and identify trends and challenges; 2) To explore the underlying factors that influence both recruitment success and staff retention; 3) To propose targeted strategies that can enhance recruitment efficiency and reduce faculty turnover. The research is grounded in established theories of recruitment management, organizational performance, and human resource development. Recruitment management theory suggests that effective hiring involves not only attracting talent but also ensuring a good fit between the candidate and the organization (Mebratie, E., Shanbel, B., Awoke, A. & Dessalegne, B., 2025). Human resource development theory highlights the role of continuous training, career pathways, and performance evaluation in retaining staff (Lu, Y., Zhang, M. M., Yang, M. M. & Li, T., 2025). Additionally, concepts from organizational behavior underscore the importance of workplace culture, motivation, and job satisfaction in influencing employee decisions (Nur, E. M., Bahri, T. S. & Fadhla, T., 2025).

A quantitative research design was adopted for this study, utilizing structured survey instruments distributed to teaching staff currently employed at the college. The survey captures data related to faculty experiences during the recruitment process, their perceptions of institutional support, and factors influencing their intention to remain or leave. The data are analyzed using statistical techniques to identify patterns and correlations that can inform evidence-based recommendations. By addressing a tangible and urgent issue, this research contributes to the ongoing effort to enhance the quality and sustainability of vocational education in China. The findings are expected to benefit not only Guizhou Vocational College of Industry and Commerce but also other private

institutions facing similar staffing challenges. Practical recommendations drawn from the study may assist administrators in designing more effective recruitment frameworks, developing faculty support mechanisms, and aligning human resource strategies with long-term institutional goals.

Ultimately, the success of vocational education depends not only on curriculum design or infrastructure investment but also and perhaps most critically on the people who deliver the education. Ensuring that skilled, motivated, and committed educators are present in private vocational colleges is a strategic imperative for China's future workforce development. It is hoped that this study will serve as a stepping stone toward achieving that goal.

## Research Objectives

1. To analyze the current status and characteristics of recruitment in Guizhou Vocational Colleges of Industry and Commerce.

2. To study the main factors affecting the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce.

3. To Improve the effectiveness of recruitment in Guizhou Vocational Colleges of Industry and Commerce.

## Research Methodology

To explore the underlying challenges and opportunities in faculty recruitment at Guizhou Vocational College of Industry and Commerce, this study adopted a quantitative research design grounded in the theoretical frameworks of recruitment management, organizational performance, and human resource development. This approach enabled the systematic examination of recruitment processes and outcomes through numerical data, offering objective insights into key issues affecting hiring efficiency and faculty retention.

### 2.1 Population and Sample

The target population for this study comprised all full-time faculty members currently employed at Guizhou Vocational College of Industry and Commerce, totaling approximately 600 individuals across various departments and disciplines. These educators, being directly involved in and affected by the college's recruitment practices, were deemed the most appropriate respondents to

provide informed perspectives on the recruitment environment. To ensure the sample accurately represented the broader faculty population while remaining manageable for statistical analysis, the sample size was calculated using Taro Yamane's formula (1973) for finite populations. With a 95% confidence level and a 5% margin of error, a minimum sample size of 250 respondents was determined. Participants were selected using simple random sampling, allowing each faculty member an equal chance of inclusion and minimizing selection bias.

### 2.2 Research Instrument

The primary instrument for data collection was a structured questionnaire, developed based on an extensive review of relevant literature and existing models of recruitment effectiveness. The questionnaire was designed to capture faculty perceptions in three key areas: 1) The current state of recruitment practices; 2) The factors influencing recruitment outcomes (both positively and negatively); and 3) Possible strategic improvements for recruitment and retention. The instrument consisted of 27 items, grouped under thematic indicators derived from the theoretical frameworks mentioned above. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express degrees of agreement or disagreement with each statement. This format facilitated nuanced data interpretation while remaining accessible for respondents.

### 2.3 Data Collection Procedures

Data were collected through an anonymous self-administered questionnaire, distributed in both online and paper formats to accommodate respondent preferences and ensure a high response rate. Participation was entirely voluntary, and confidentiality was emphasized to encourage honesty and reduce potential response bias. The data collection phase spanned approximately three weeks, ensuring sufficient time for faculty members to complete and return the survey. To enhance data reliability, the questionnaire underwent pilot testing with a small group of faculty (n = 20) prior to full distribution. Feedback from the pilot helped refine item clarity and structure. The instrument's internal consistency was then assessed using Cronbach's alpha, which yielded a coefficient of 0.89, indicating high reliability and strong internal coherence among survey items.

**2.4 Data Analysis**

Once collected, the data were systematically coded and entered into statistical software for analysis. The study employed descriptive statistical techniques to summarize and interpret the data. Frequencies and percentages were used to identify common patterns and perceptions regarding recruitment experiences. In addition, mean scores and standard deviations were calculated to assess the central tendency and variability of responses across the various indicators. To evaluate the internal reliability of the instrument, Cronbach's alpha was used, as mentioned above. This was critical in confirming the consistency of responses across items measuring similar constructs. The analysis also focused on identifying the most frequently reported recruitment challenges, dominant influencing factors, and areas with the greatest potential for strategic improvement.

Through this methodological approach, the study aims to generate evidence-based recommendations for enhancing the effectiveness of faculty recruitment at private vocational colleges. By capturing the lived experiences and professional insights of current faculty members, the findings will offer practical guidance to educational administrators and policymakers committed to strengthening human capital within vocational education.

## Results

The researchers first verified the reliability of data collection and the results are shown in Table 1

| Reliability dimension | Reliability Coefficient | Item count |
|---|---|---|
| the Current Status of Existing Recruitment Efforts | .854 | 11 |
| recruitment management | .840 | 8 |
| human resources management | .714 | 3 |
| Factors Affecting Recruitment Effectiveness | .907 | 27 |
| recruitment management | .833 | 10 |
| Organizational performance management | .927 | 6 |
| human resources management | .949 | 11 |
| Recruitment efficiency improvement indicator | .968 | 27 |
| recruitment management | .936 | 10 |

| Reliability dimension | Reliability Coefficient | Item count |
|---|---|---|
| Organizational performance management | .830 | 6 |
| human resources management | .943 | 11 |
| Total | .964 | 65 |

Table 1 Cronbach's alpha of the questionnaire

As can be seen from Table 1, the reliability of all 65 questions in this scale was tested using the Cronbach model. The Cronbach coefficients are: 0.854 for the current status of recruitment, 0.907 for the factors influencing recruitment effectiveness, and 0.968 for the indicators for improving recruitment effectiveness. All reliability coefficients are greater than 0.7, indicating that the data collection is reliable.

The following conclusions were drawn from the analysis of the research data:

| Tangibility Dimensions | strongly disagree (%) | Disagree (%) | Neutral (%) | Agree (%) | strongly agree (%) |
|---|---|---|---|---|---|
| Do you think the actual opportunities offered by the school match the candidate's expectations (salary, career advancement, etc.)? | 41.67 | 31.75 | 16.67 | 6.74 | 3.17 |
| Do you think the recruitment process (interview stages, screening methods, etc.) is consistent across different positions at the school? | 23.41 | 39.29 | 23.81 | 9.92 | 3.57 |
| Do you think that the school's recruitment plan is developed in a way that is clear, unambiguous and in line with the school's actual needs? | 19.05 | 32.14 | 28.97 | 14.29 | 5.56 |
| Do you think the school's recruitment channels are effective in attracting candidates? | 23.81 | 26.59 | 33.33 | 10.32 | 5.95 |

Table 2 Results on the Current Status of Existing Recruitment Efforts

An analysis of survey data from 252 faculty and staff members at Guizhou Industrial and Commercial Vocational College shows that the effectiveness of recruitment was ineffective. Table 2 shows that the main problems included: a mismatch between the expectations of candidates and the position (73.42%), the

recruitment process for different positions is inconsistent (62.7%), the plan is unclear and cannot meet the actual needs of the college (51.19%), and the recruitment channels are unattractive (50.4%).

| Tangibility Dimensions | strongly disagree (%) | Disagree (%) | Neutral (%) | Agree (%) | strongly agree (%) |
|---|---|---|---|---|---|
| Do you think that a competitive compensation and benefits system is the most important impact on recruitment effectiveness? | 1.98 | 0.40 | 5.16 | 40.08 | 52.38 |
| Do you think alignment of goals between the recruitment team and the hiring department has the most important impact on recruitment effectiveness? | 1.98 | 0.40% | 7.14 | 43.26 | 47.22 |
| Do you think clear recruitment process standards have the most important impact on recruitment effectiveness? | 0.79 | 1.59 | 7.54 | 38.49 | 51.59 |
| Do you think that diverse and effective recruiting channels have the most important impact on recruitment effectiveness? | 1.59 | 1.98 | 8.73 | 40.08 | 47.62 |

Table 3 Research results on the influencing factors of Recruitment Effectiveness

This study identified several key factors affecting the effectiveness of recruitment at Guizhou Vocational College of Industry and Commerce. According to Table 3, which shows the proportions of those who chose "agree" and "strongly agree" ranked, the survey shows that a competitive compensation and benefits package (92.46%) is the most critical factor affecting recruitment effectiveness, indicating that compensation and benefits are the most important factors for teachers when applying for a job.

At the same time, the alignment of shared goals between the recruitment team and hiring departments (90.48%) and clear recruitment process standards (90.08%) are also considered a key factor, indicating that consistency in goals and clarity in processes are critical to recruitment effectiveness.

In addition, diverse and effective recruitment channels (87.70%) is considered an important factor, indicating that teachers hope to obtain recruitment information through more and better recruitment channels.

| Tangibility Dimensions | strongly disagree (%) | Disagree (%) | Neutral (%) | Agree (%) | strongly agree (%) |
|---|---|---|---|---|---|
| Do you think a competitive compensation and benefits system can improve recruitment effectiveness? | 0.4 | 1.98 | 8.73 | 40.05 | 48.84 |
| Do you think that choosing diverse and effective recruitment channels can improve recruitment effectiveness? | 1.98 | 0.79 | 9.52 | 42 | 45.7 |
| Do you think that matching candidates' expectations with the job can improve recruitment effectiveness? | 0.4 | 1.98 | 9.92 | 43.81 | 43.89 |
| Do you think that having clear recruitment process standards can improve recruitment effectiveness? | 1.98 | 1.98 | 11.9 | 45.27 | 38.86 |
| Do you think that having aligned goals between the recruitment team and hiring departments can improve recruitment effectiveness? | 1.98 | 2.78 | 12.3 | 40.51 | 42.43 |
| Do you think that developing a detailed and feasible recruitment plan can improve recruitment effectiveness? | 1.98 | 3.57 | 12.7 | 38.95 | 42.8 |

Table 4 Research results on measures to improve recruitment effectiveness

Based on the survey results in Table 4, this study proposes several measures and ranks them in order of importance. The most to enhance recruitment effectiveness is competitive compensation and benefits system (88.89%), indicating that teachers place greater value on salary when applying for positions, and that increasing salary levels is the most effective way to improve recruitment effectiveness. Then, diverse and effective recruitment channels (87.7%) and match between positions and candidate expectations (87.7%) are also considered an important factor to improve recruitment effectiveness, which shows that teachers

value the channels through which they receive recruitment information and the alignment between job requirements and their own expectations, which also reflects their demand for self-development.

In addition, clear recruitment process standards (84.13%), reach a consensus on common goals between the recruitment team and the hiring department (82.94%), and develop a detailed and feasible recruitment plan (81.75%) are also considered an important factor in improving recruitment effectiveness. This indicates that internal recruitment mechanisms and processes are also important aspects that teachers focus on, which can effectively enhance recruitment effectiveness.

## Discussion

The findings of this study highlight several critical weaknesses in the recruitment practices of Guizhou Vocational College of Industry and Commerce, providing valuable insights into the challenges faced by private vocational institutions in attracting and retaining high-quality faculty. The results reveal systemic gaps in alignment between institutional goals and recruitment execution, and they underscore the urgent need for structural reforms grounded in both theory and practical best practices.

4.1 Expectation-Reality Mismatch, One of the most striking findings concerns the mismatch between the expectations of candidates and the actual opportunities offered by the college. An overwhelming 73.42% of respondents either strongly disagreed or disagreed that the positions offered met expectations in terms of salary, professional development, or career advancement. This gap suggests a misalignment between the college's value proposition and the evolving needs of qualified professionals in the job market. This observation is consistent with the findings of Wu, J. & Yin, W. (2025). who noted that faculty turnover in Chinese private institutions is significantly influenced by unmet expectations related to compensation, career trajectories, and research opportunities. When educational institutions fail to deliver on these core areas, they lose their competitive edge in attracting skilled educators especially in regions where public institutions or private enterprises offer more attractive alternatives.

4.2 Inconsistency in Recruitment Processes, The study also revealed that 62.7% of respondents felt that the recruitment processes including interview stages, screening procedures, and evaluation criteria varied significantly across positions. Such inconsistency can lead to perceptions of unfairness and inefficiency, thereby eroding trust in the system and deterring potential applicants. This is supported by Baka, S. (2025). who argued that standardized, transparent recruitment practices are positively correlated with applicant satisfaction and institutional reputation. Without consistent procedures, colleges risk presenting a fragmented image of their internal management, making them less appealing to talented professionals who prioritize fairness and organizational professionalism.

4.3 Lack of Strategic Recruitment Planning, Equally concerning is the finding that over 51% of faculty believed that the college's recruitment plans are unclear, ambiguous, and misaligned with actual staffing needs. This reflects a reactive rather than strategic approach to recruitment where hiring is often driven by short-term necessities rather than long-term workforce planning. As Vegas-Gallo, et al (2025). suggests, strategic human resource planning in educational institutions should be data-driven, needs-based, and tightly linked to the institution's long-term development goals. Without this, recruitment efforts remain disjointed, reactive, and ultimately ineffective in building a sustainable and motivated faculty base.

4.4 Ineffective Recruitment Channels, Lastly, the study found that 50.4% of respondents perceived the college's recruitment channels to be ineffective in reaching or attracting quality candidates. In today's digital era, traditional recruitment platforms such as local job boards or newspaper ads may no longer suffice. Institutions need to diversify their outreach strategies by leveraging online platforms, social media, professional networks, and university-industry partnerships. This insight aligns with research by Martin, G., Gollan, P. J. & Grigg, K. (2011). who found that modernizing recruitment platforms and enhancing employer branding significantly increase visibility and application rates among qualified professionals. Colleges that fail to invest in innovative recruitment marketing risk being overshadowed by more agile competitors.

## New Knowledge

This study comprehensively analyzes the enrollment effectiveness of Guizhou Vocational College of Industry and Commerce, explores the key factors

affecting recruitment effectiveness, and provides practical improvement strategies for improving the recruitment effectiveness of private vocational colleges. Findings indicate that ineffective recruitment channels, unclear recruitment plans, inconsistencies in recruitment processes, and mismatches between candidate expectations and job roles hinder recruitment success. Additionally, competitive compensation, standardized recruitment processes, and improved communication are critical for effectiveness.

Beyond private vocational colleges, these findings have relevance across industries, offering applicable strategies for improving recruitment effectiveness.
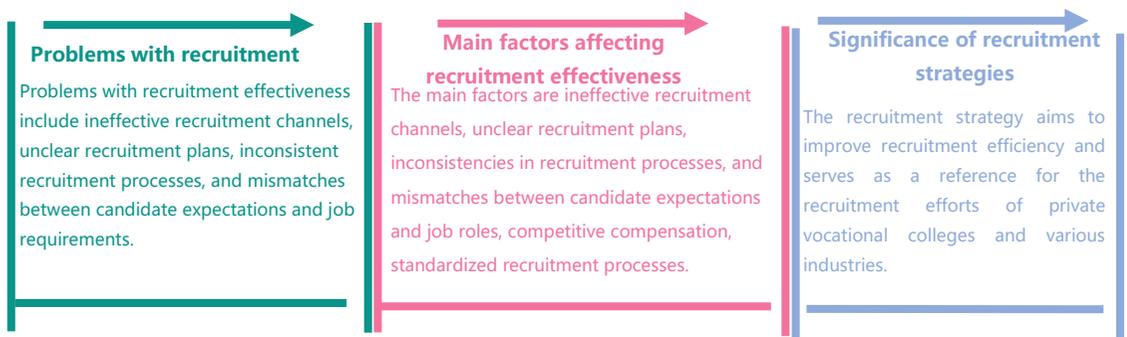


**Problems with recruitment**

Problems with recruitment effectiveness include ineffective recruitment channels, unclear recruitment plans, inconsistent recruitment processes, and mismatches between candidate expectations and job requirements.

**Main factors affecting recruitment effectiveness**

The main factors are ineffective recruitment channels, unclear recruitment plans, inconsistencies in recruitment processes, and mismatches between candidate expectations and job roles, competitive compensation, standardized recruitment processes.

**Significance of recruitment strategies**

The recruitment strategy aims to improve recruitment efficiency and serves as a reference for the recruitment efforts of private vocational colleges and various industries.

Figure 1 New knowledge

## Conclusion and Suggestion

The research findings indicate that the recruitment process at Guizhou Vocational College of Industry and Commerce lacks effectiveness. Key issues identified include a mismatch between job positions and applicants' expectations, unclear recruitment planning, inconsistent recruitment procedures across different positions, and unattractive recruitment channels. The reliability of the questionnaire was confirmed with high Cronbach's alpha coefficients across all dimensions, indicating the data collected is reliable and valid.

Furthermore, the most influential factor affecting recruitment effectiveness was found to be a competitive compensation and benefits system, followed by alignment of goals between recruitment teams and hiring departments, clearly defined recruitment process standards, and the use of diverse and effective recruitment channels. Recommendations for improving recruitment effectiveness include increasing salary and benefits, enhancing recruitment channels to better

reach target candidates, and improving internal recruitment mechanisms to ensure clarity, transparency, and alignment with actual organizational needs. The researchers also have the following recommendations based on the findings of the study:

1. Recommendations for Enhancing Recruitment Efficiency at Guizhou Vocational College of Industry and Commerce, This study provides valuable insights into the recruitment effectiveness at Guizhou Vocational College of Industry and Commerce, highlighting several critical challenges and offering actionable solutions. To improve recruitment efficiency, it is essential to enhance the competitiveness of the compensation package, expand and diversify recruitment channels, and ensure a better alignment between candidate expectations and job requirements. Furthermore, standardizing the recruitment process to promote fairness and transparency is necessary. Aligning the objectives of recruitment teams with hiring departments and developing data-driven, strategic recruitment plans are key steps to improving the accuracy and overall effectiveness of the recruitment process.

2. Suggestions for Future Research. Future research could explore comparative studies of recruitment practices across different private vocational colleges, which would provide a broader understanding of recruitment management trends. Additionally, integrating both qualitative and quantitative research methods would enable a more comprehensive analysis of strategies for optimizing recruitment. Investigating the factors that contribute to long-term faculty retention and examining the impact of emerging technologies on the recruitment process could provide valuable insights into further improving recruitment practices in vocational education.

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