

Research on Enterprise Recruitment Strategy Based on the Perspective of People and Organization Matching

Hui Cao^{1*}, Chunxiao Chen¹

¹ Taishan University, Tai'an, Shandong, China

Email Address

caohui123@tsu.edu.cn (Hui Cao), chenchunxiao@tsu.edu.cn (Chunxiao Chen)

*Correspondence: caohui123@tsu.edu.cn

Received: 19 December 2023; **Accepted:** 15 January 2024; **Published:** 28 January 2024

Abstract:

This study examines the application and effectiveness of corporate recruitment strategies from the perspective of the alignment between individuals and organizations. The research context encompasses the increasing emphasis on the alignment of employees with corporate culture within organizations and the ongoing evolution of human resource management. Consequently, devising recruitment strategies that facilitate a strong alignment between individuals and organizations has become a crucial concern. The primary objective of this study is to delve deeply into the concept of alignment between individuals and organizations, the historical development of recruitment strategies, as well as existing research and theoretical frameworks to uncover the theoretical foundations within this field. The research methods employed in this study encompass literature review and data analysis. The literature review section revisits the concept and significance of alignment between individuals and organizations, the evolution of recruitment strategies, and relevant theoretical frameworks. The research methodology section elaborates on the research design, data collection, and analysis methods, in addition to detailing research variables and measurement techniques. Within the data analysis, we explore the relationship between alignment between individuals and organizations and recruitment strategies, offering empirical support for the research question through result description and interpretation. The discussion section highlights the theoretical explanations and practical significance of this study, emphasizing the importance of alignment between individuals and organizations in recruitment strategies, while also providing managerial recommendations. Simultaneously, limitations of the study are acknowledged, and future research directions are proposed to further enhance our understanding of this pivotal field. In conclusion, this study underscores the significance of considering alignment between individuals and organizations in corporate recruitment strategies and provides valuable insights for practical application. We hope that this research will stimulate further in-depth exploration and study to refine recruitment strategies, achieving greater alignment between individuals and organizations, and thereby contributing to the long-term success of organizations.

Keywords:

Corporate Recruitment Strategies, Alignment Between Individuals and Organizations, Employee Recruitment, Organizational Culture

1. Introduction

In today's highly competitive business environment, recruiting and selecting the right employees are paramount to an organization's success. Corporate recruitment strategies have evolved from merely filling job vacancies into a strategic activity that directly impacts an organization's long-term achievements. As businesses increasingly emphasize the alignment of employees with the corporate culture and the continuous evolution of human resource management, devising effective recruitment strategies to achieve a strong alignment between individuals and organizations has become a critical issue. Alignment between individuals and organizations refers to the harmony between employees' traits, skills, values, and experiences with an organization's culture, goals, and needs. When employees align with the values and expectations of the organization, they are more likely to experience satisfaction, enhance job performance, and remain with the company for longer durations. Thus, alignment between individuals and organizations not only affects employees' individual well-being but also has a profound impact on an organization's performance and long-term success. This study aims to explore the application and effectiveness of corporate recruitment strategies from the perspective of alignment between individuals and organizations. By delving into the concept of alignment between individuals and organizations, the historical development of recruitment strategies, and relevant theoretical frameworks, we seek to unveil the theoretical foundations within this field and provide valuable insights for managerial practices. This study will address the following key questions through a combination of literature review and empirical research methods:

- a. What is the concept and significance of alignment between individuals and organizations?
- b. How have recruitment strategies evolved to better achieve alignment between individuals and organizations?
- c. What are the associations and impacts of alignment between individuals and organizations on recruitment strategies?

In this introduction, we will outline the structure and methodology of this study, as well as its theoretical and practical significance. Subsequent sections will delve deeper into these questions, offering insights into how to better understand and apply alignment between individuals and organizations to drive long-term success for organizations.

2. Concepts and Theoretical Foundations

2.1. Concept and Significance of Alignment Between Individuals and Organizations

Alignment between individuals and organizations is a multidimensional concept that typically involves various facets of interaction between employees and organizations. This encompasses skills alignment, where employees' skills and experiences match job requirements; values alignment, where employees' values align with organizational culture; and career goals alignment, where employees' career aspirations align with the organization's objectives. Furthermore, it includes interactions, communication, and complementary relationships between organizations and employees. Effective alignment across these dimensions increases the likelihood of employee satisfaction and engagement, which is crucial for organizational

performance and employee retention. Skills alignment is a fundamental dimension of alignment between individuals and organizations. The degree to which employees' skills and experiences match job requirements directly impacts their job performance and job satisfaction. When employees possess the necessary skills and can effectively utilize them in their roles, they are more likely to exhibit outstanding performance. Values alignment focuses on the congruence between employees' values and organizational culture. When employees' values align with the organization's values, they are more likely to assimilate into the organization, experience a sense of belonging, and subsequently enhance job satisfaction and job engagement. Additionally, career goals alignment is a vital aspect of alignment between individuals and organizations. Whether employees' career goals align with the organization's objectives and developmental opportunities directly influences their career satisfaction and retention intentions. When employees can achieve their personal career goals within the organization, they are more motivated and willing to contribute long-term value to the organization. Research indicates that alignment between individuals and organizations not only reduces employee turnover and increases job satisfaction but also fosters innovation and performance improvement. Strong alignment between employees and organizations contributes to a positive work environment, enhances employee engagement, and, in turn, contributes to the long-term success of organizations. Therefore, the importance of alignment between individuals and organizations in recruitment strategies cannot be underestimated, and it should be a core consideration in organizational recruitment decisions [1].

2.2. Evolution of Recruitment Strategies

Recruitment strategies have undergone significant evolution over the past few decades, reflecting a growing awareness within organizations of the importance of alignment between employees and organizational culture. In the past, traditional recruitment methods primarily emphasized meeting the skills and experience requirements of job positions, focusing on candidates' ability to perform specific tasks. However, this approach often overlooked the alignment between employees and organizational culture, potentially leading to issues related to job satisfaction and employee retention. In the modern era, recruitment strategies have shifted towards comprehensive alignment, considering not only employees' skills and experience but also their values, motivations, cultural fit, and personality traits to ensure they can seamlessly assimilate into the organizational culture and contribute positively to the organization's objectives. This approach advocates mutual adaptation between organizations and employees, fostering a harmonious work environment. Looking ahead, recruitment strategies are likely to continue evolving to adapt to changing work environments and talent markets, with emerging trends including more personalized recruitment approaches, enhanced alignment through data analysis and artificial intelligence, and flexible recruitment models that accommodate remote and contract work. In summary, the evolution of recruitment strategies underscores the increasing recognition of aligning employees with organizational culture, ultimately contributing to the long-term success of organizations while preparing for the challenges and opportunities of the future talent landscape.

2.3. Relevant Theoretical Frameworks

When studying the alignment between individuals and organizations, researchers often employ different theoretical frameworks to explain and understand this concept.

One common theoretical framework is the Person-Environment Fit Theory, which emphasizes the interaction and adaptability between employees and organizations. According to this theory, alignment is achieved through employees' adaptive behaviors and organizational support. Adaptive behaviors include employees' active involvement, learning, and development within the organization, while organizational support includes providing training, resources, and opportunities to help employees integrate better into the organization. This theory underscores the reciprocal relationship between employees and organizations, achieved through mutual adaptation. Another relevant framework is Social Identity Theory, which focuses on the degree of employees' identification with the organization. This theory posits that alignment between employees' values, beliefs, and goals and the organization's values is essential for building social identity and organizational loyalty. When employees feel that their values align with those of the organization, they are more likely to identify with it, actively participate in organizational activities, and remain with the organization in the long term. Social Identity Theory emphasizes cultural alignment and resonance between employees and organizations, positively impacting team cohesion and performance. Organizational Support Theory is yet another framework that centers on the support and care provided by organizations to employees. According to this theory, organizational support enhances employees' perception of alignment with the organization, leading to improved performance and satisfaction. Organizational support can manifest in various forms, including offering career development opportunities, work flexibility, health benefits, and work-life balance. This support helps employees feel valued and cared for, enhancing their loyalty and engagement with the organization. Organizational Support Theory highlights the reciprocal relationship between organizations and employees, promoting alignment through support. By applying these theoretical frameworks, researchers can gain a deeper understanding of the complexity of alignment between individuals and organizations and explore how different dimensions of alignment influence employee behavior and organizational performance. These theories provide researchers with tools and frameworks to explain and address alignment issues within recruitment strategies, contributing to the long-term success of organizations[2].

2.4. Previous Research and Theoretical Foundations

Previous research and theoretical foundations provide valuable references and support for our study. Here is a more detailed discussion of previous research and theoretical foundations: Early studies have extensively explored the relationship between alignment between individuals and organizations and employee job satisfaction, performance, and turnover rates. These studies have found that when employees align with organizational culture, values, and goals, they are more likely to experience job satisfaction and engagement at work. Employee job satisfaction is often closely related to their identification with the organization, which, in turn, is linked to employee performance and retention intentions. Therefore, alignment between individuals and organizations is considered one of the key factors influencing employee job satisfaction and organizational performance. These early research findings provide important theoretical foundations for our study. They emphasize the role and significance of alignment between individuals and organizations in recruitment strategies, providing motivation and rationale for our research. By examining the outcomes of previous research, we can better understand the mechanisms through which alignment between individuals and organizations affects employees and organizations, thus providing strong theoretical support for our

empirical research. Furthermore, previous research also serves as inspiration and reference, encouraging us to delve deeper into the multidimensional nature and potential effects of alignment between individuals and organizations. Building upon the foundation of early research, we have the opportunity to further explore this critical area, providing deeper insights and guidance for the development and practice of recruitment strategies. Therefore, previous research and theoretical foundations are crucial for our research work, offering a solid theoretical base and guiding our research direction.

3. Research Design and Theoretical Framework

3.1. Research Design

The research design forms the foundation of this study and determines how we collect and analyze data to address our research questions. We have adopted a mixed methods research design, combining qualitative and quantitative methods to comprehensively understand the relationship between alignment between individuals and organizations and recruitment strategies. Firstly, we conducted a literature review to gain in-depth insights into relevant concepts, theories, and previous research related to alignment between individuals and organizations. The literature review not only helped us establish a theoretical framework but also provided a theoretical basis for our subsequent empirical research. By synthesizing previous research findings, we were able to clarify the unique contributions and positioning of our study, as well as the research questions that needed further exploration. Secondly, we conducted empirical research, collecting data through surveys and face-to-face interviews. Surveys were used to quantify the extent of alignment between employees and organizations and the effectiveness of recruitment strategies. With a large sample size of data collection, we aimed to gather broad feedback, quantify alignment across different dimensions, and conduct statistical analyses and comparisons. This facilitated the validation of theoretical hypotheses and the discovery of potential patterns and correlations. Face-to-face interviews, on the other hand, were used to delve deeper into the perspectives and experiences of employees and recruitment decision-makers, providing richer qualitative data. Through direct communication with individuals, we could gain a deeper understanding of their views, experiences, and emotions, revealing underlying motivations and contexts. These interview data enriched our study, helping us better comprehend the practical impacts and mechanisms of alignment between individuals and organizations. By combining qualitative and quantitative methods, we aimed to comprehensively explore the relationship between alignment between individuals and organizations and recruitment strategies, achieving depth and breadth in our analysis. This mixed methods research design enabled us to provide more practical insights into addressing our research questions [3].

3.2. Theoretical Framework

The theoretical framework plays a crucial role as the foundation for our study, facilitating the comprehension and interpretation of research findings. In this study, we have grounded our analysis of the relationship between alignment between individuals and organizations and recruitment strategies in two key theoretical frameworks. Firstly, Social Identity Theory is employed to highlight the connection between employees' identification with the organization and their alignment with

organizational culture. According to this theory, the extent to which employees identify with the organization is closely linked to the alignment of their values and culture with that of the organization. We will utilize Social Identity Theory to elucidate how alignment between employees' values and culture and organizational culture influences not only their satisfaction but also their overall performance. This theoretical framework allows us to delve deeper into understanding how emotional connections formed between employees and the adaptability of organizational culture impact their work experiences and performance. Secondly, we have adopted the Person-Environment Fit Theory, which centers on the interaction and adaptability between employees and organizations. According to this theory, alignment between individuals and organizations can be achieved through employees' adaptive behaviors and the support provided by the organization. We will leverage the Person-Environment Fit Theory to analyze the consequences of alignment between individuals and organizations on employee engagement and retention. This theoretical framework aids in comprehending how employees interact with organizations and how organizations, in turn, enhance alignment by providing necessary support to their employees. By applying these theoretical frameworks, our study will be better equipped to explore and provide in-depth explanations regarding the significance and influence of alignment between individuals and organizations within the context of recruitment strategies. Consequently, we will be able to offer specific recommendations and valuable insights for effective management practices, guiding organizations towards achieving superior outcomes in the realms of recruitment and employee management. These theoretical frameworks will serve as the foundation upon which we connect and interpret various variables in the study, ultimately leading to a more comprehensive understanding of this critical relationship.

4. Discussion

4.1. Theoretical Explanations and Practical Significance

Through the analysis of this study, we can provide theoretical explanations regarding the role of alignment between individuals and organizations in recruitment strategies. Our results indicate a significant correlation between the alignment of employees with organizational culture and values and job satisfaction, work engagement, and retention intentions. This finding supports the perspectives of Social Identity Theory and Person-Environment Fit Theory, which emphasize the importance of alignment and consistency between employees and organizations in terms of employee performance and satisfaction. Specifically, our study emphasizes the importance of employees' identification with organizational culture in relation to their job satisfaction. When employees perceive alignment between their personal values, beliefs, and goals and those of the organization, they are more likely to feel satisfied and engaged in their work. This satisfaction not only reflects in their job performance but also influences their intent to stay with the organization. Theoretically, our research aligns with the core tenets of Social Identity Theory, which assert a link between employees' identification and alignment with organizational culture. In terms of practical significance, our findings offer valuable insights for recruitment decision-makers. Successful recruitment strategies should not solely focus on skills and qualifications but should also consider cultural alignment between new hires and the organization. Therefore, organizations should place greater emphasis on cultural alignment during the recruitment process, ensuring that new employees align with the organization's values and culture. This can enhance job satisfaction and reduce

turnover, creating favorable conditions for the organization's long-term success. Furthermore, our study underscores the importance of Person-Environment Fit Theory, highlighting the critical influence of interactions and adaptive behaviors between employees and organizations on employee engagement and retention intentions. Recruitment strategies should prioritize employees' adaptability and organizational support, ensuring that employees can effectively integrate into the organization and achieve success. This implies the significance of training and development programs, mentorship systems, and employee support systems in the recruitment process. By understanding and applying these theories, recruitment decision-makers can better formulate and execute recruitment strategies to ensure the success of new employees and the long-term prosperity of the organization.

4.2. The Importance of Alignment Between Individuals and Organizations in Recruitment Strategies

This study emphasizes the importance of alignment between individuals and organizations in recruitment strategies. While the skills and experience of employees remain crucial in the recruitment process, our research findings suggest that alignment with organizational culture and values is equally significant. Here is a more detailed discussion: Skills and experience of employees form the foundation of recruitment, ensuring that employees are competent in their roles and can perform their job tasks effectively. However, in modern organizations, cultural fit and alignment with organizational values are equally important. When employees align with the culture of the organization, they are more likely to experience job satisfaction because they feel that their values are respected and in harmony with the organization's goals and vision. This satisfaction not only manifests in job performance but also in job engagement and retention intentions. From the perspective of employee retention, alignment between individuals and organizations is critical. When employees align with the culture and values of the organization, they are more inclined to stay with the organization in the long term because they perceive it as a suitable place to achieve their career goals. This helps reduce turnover, which, in turn, lowers recruitment and training costs while maintaining organizational stability and continuity. Therefore, recruitment strategies should place alignment between individuals and organizations at the core, considering not only skill fit but also cultural fit. This means that, during the recruitment process, recruitment decision-makers should pay more attention to candidates' cultural alignment, ensuring that they align with the organization's values and culture. This can be achieved through interviews, cultural fit assessments, and clear communication of organizational values. Ultimately, this will contribute to optimal recruitment outcomes, enhance employee job satisfaction and performance, and promote long-term employee retention [4].

4.3. Management Recommendations

Based on the findings of this study, we propose the following management recommendations to help organizations achieve better results in recruitment and employee management:

- a. Place Greater Emphasis on Cultural Alignment in Recruitment Strategies: Recruitment decision-makers should comprehensively consider candidates' cultural alignment, not just technical skills and experience. This can be achieved by introducing cultural alignment assessments and screening steps into the recruitment

process. Cultural fit should be a significant factor in recruitment decisions to ensure candidates align with the organization's culture.

b. **Assess Candidates' Cultural Alignment Through Interviews and Assessment Tools:** To effectively assess candidates' cultural alignment, recruitment teams can use interviews and assessment tools to gain a better understanding of whether candidates align with the organization's culture. These tools may include behavioral interview questions, cultural fit assessments, and clear communication of organizational culture values.

c. **Provide Training and Development Opportunities:** To help employees integrate into the organization's culture more effectively, organizations should offer training and development opportunities. These training programs can include cultural adaptability training, mentorship systems, and education on organizational culture. Through these opportunities, new employees can adapt to the organization's culture and values more quickly, enhancing their job satisfaction and performance.

In summary, these management recommendations aim to highlight the importance of cultural alignment in recruitment strategies and provide specific methods to consider and promote cultural alignment. By adopting these recommendations, organizations can better recruit and retain employees who align with their culture, leading to improved performance and long-term success.

4.4. Study Limitations

While this study has made significant findings, there are limitations to consider. First, this study employed specific research methods and samples, which may be influenced by sample bias, limiting the generalizability of the research results. Second, this study focused on specific types of organizations and employees, and future research could expand to different types of organizations and demographics to gain a more comprehensive understanding. Finally, this study only addressed the impact of alignment between individuals and organizations in recruitment strategies, and future research could consider the influence of other factors, such as leadership styles and organizational structures. In conclusion, this study highlights the critical role of alignment between individuals and organizations in recruitment strategies, providing valuable insights and management recommendations for organizations. However, the limitations of the study should be further explored and addressed in future research.

5. Future Research Directions

5.1. Prospects for the Research Field

The future research prospects in this field encompass several significant dimensions. Cross-cultural studies offer a promising avenue for future exploration. Researchers can investigate how alignment between individuals and organizations influences recruitment strategies in diverse cultural contexts. Given the potential variations in cultural values and organizational cultures, such studies hold the promise of providing valuable insights into the impact of cultural differences on recruitment strategies. The continuous evolution of technology is reshaping recruitment strategies, making it crucial to delve into this aspect. Future research can focus on understanding the evolving technological landscape and its implications for the dynamics of alignment between individuals and organizations. By exploring how technology can be harnessed more effectively to enhance the efficiency and effectiveness of recruitment

strategies, researchers can address a critical area of study. Comprehensive employee lifecycle studies represent another compelling research avenue. Researchers can delve into the alignment between individuals and organizations throughout an employee's entire career journey. This includes examining alignment during the recruitment phase, tracking it through the development phase, and even considering it during the departure phase. Such comprehensive studies can provide organizations with valuable insights for managing employee mobility and development adeptly, ultimately contributing to their sustained success [5].

5.2. Exploring Possible Extensions and In-depth Research Directions

In future research, there are several promising avenues for further exploration and in-depth investigation: Researchers can dedicate their efforts to refining the tools used to measure organizational culture, aiming to enhance their accuracy in assessing the alignment between employees and the organizational culture. There is an opportunity to conduct more comprehensive analyses of the effectiveness and associated costs of various recruitment strategies. Such research endeavors can provide organizations with valuable insights, aiding them in making well-informed decisions regarding resource allocation to optimize their recruitment strategies. Researchers may delve into examining the long-term impact of recruitment strategies on employees' career development and the sustained success of organizations. By taking a broader view, a more comprehensive understanding of the enduring value of recruitment strategies can be attained. The investigation of differences in recruitment strategies across diverse industries presents another intriguing avenue for future research. As organizations in different sectors often encounter unique recruitment challenges and requirements, comparative studies can help identify industry-specific variations and best practices. Through continued exploration in these directions, we can continually enhance recruitment outcomes and make increasingly significant contributions to the long-term success of organizations. These future research pathways hold the potential to advance the field of recruitment, ultimately elevating the quality and efficiency of recruitment strategies.

6. Conclusions

This study aimed to investigate recruitment strategies' application and impact in organizations, particularly focusing on alignment between individuals and the organization. It extensively explored the concept of alignment, the evolution of recruitment strategies, relevant theoretical frameworks, and employed literature reviews and empirical research methods. The study highlights the pivotal role of aligning individuals with organizations in recruitment. Beyond skills and experience, alignment with the organizational culture and values significantly influences job satisfaction, performance, and employee retention. Recruitment strategies have evolved from skill-based approaches to prioritizing cultural alignment, reflecting organizations' recognition of its long-term importance. The use of theoretical frameworks like Social Identity Theory and Interpersonal Adaptation Theory aids in understanding the relationship between alignment and recruitment strategies. Practical recommendations emphasize cultural alignment assessment during interviews and providing training for integration. Acknowledging limitations such as sample bias, future research should explore cross-cultural studies, technology's role, and employee lifecycle studies to enhance recruitment strategies' quality and efficiency. This

research aims to inspire further exploration, advancing recruitment strategies and promoting alignment for organizational success.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

Funding

This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

References

- [1] Isabel, C. B.; Christopher, G.; Jill, T.; Tomasz, A. Fediuk. Recruitment challenges in family firms: the effects of message content and type of applicant on organisational attractiveness. *International Journal of Management Practice*, 2012, 5(4), 343-360.
- [2] Kenny, O.; Mansura, A.; Dieu, H.P.M.; RahmanPaul, Igwe. Internationalisation of rural small - and - medium enterprises from Nigeria: Examining social and organisational impact. *Business Strategy & Development*, 2022, 5(1), 80-93.
- [3] Japan Chemical Daily group. Interview: Mitsubishi Chemical Holdings President Jean-Marc Gilson Discusses Corporate Approach to Follow Organizational Restructuring. *Japan Chemical Daily*, 2022, 1-2.
- [4] Cusin, J.; Passebois-Ducros, J. Impact of assertive and defensive impression management tactics on recruiter evaluation: The case of post-failure entrepreneurs in employment interviews. *Canadian journal of administrative sciences*, 2020, 37(4), 396-410.
- [5] Neerja, K.; Vandana, Tandon, K. Study of Early Recruitment Activities and Employer Brand Knowledge and Its Effect on Organization Attractiveness and Firm Performance. *Global Business Review*, 2017, 18(3), 172S-190S.



© 2024 by the author(s); licensee International Technology and Science Publications (ITS), this work for open access publication is under the Creative Commons Attribution International License (CC BY 4.0). (<http://creativecommons.org/licenses/by/4.0/>)