

Analysis of the Problems and Countermeasures in the Recruitment of Middle-level Managers in the Agricultural and Livestock Enterprise S Company

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Abstract: With the rapid development of China's agriculture and animal husbandry industries, enterprises are increasingly adopting intensification, scale, and digitalization in production, which has heightened competition for talent, particularly middle-level management, a group that plays a pivotal role in enterprise development. Recruitment, as a core function of human resource management, is essential for acquiring talent aligned with strategic goals. This study takes S Company, an animal husbandry enterprise, as a case to analyze challenges and optimization strategies in recruiting middle-level managers. Through a review of key theories and field interviews with the company's recruitment team and employing departments, the research identifies several critical problems, including unscientific recruitment planning, limited and outdated recruitment channels, overly simplistic evaluation methods, lack of professionalism in the recruitment team, low job-person fit, and the absence of post-recruitment evaluation mechanisms. To address these challenges, the study proposes targeted countermeasures: formulating a sound human resource plan for middle-level positions; expanding and diversifying recruitment channels; designing structured and multi-dimensional evaluation tools; building a specialized recruitment team; and incorporating vocational personality assessments while establishing an effective post-recruitment evaluation system to enhance job matching. These strategies aim to improve the efficiency and effectiveness of talent acquisition, enhance the company's organizational performance, and reduce recruitment-related risks. Overall, this research not only provides practical guidance for S Company but also offers valuable insights for other agricultural and animal husbandry enterprises facing similar recruitment challenges in a competitive labor market.

Keywords: Middle-level managers; Recruitment; Rectification measures

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1. Introduction

In an era of rapid development, talent has become an important strategic resource for the survival and development of enterprises. Outstanding talent is the most crucial among all business elements and the source

of strength for enterprises to maintain sustainable profitability and development. At the present stage, the socialist market economic system is becoming increasingly perfect. However, the animal husbandry and aquaculture industry and related enterprises are in a disadvantaged position, restricted by the shortage of professional and technical talents. Due to the unreasonable production and operation structure, the lagging scientific and technological transformation in agriculture and animal husbandry, the impact of the African swine fever epidemic leading to a decline in economic benefits, the sluggish production situation in agriculture and animal husbandry, serious brain-drain, and the emergence of many new occupations in recent years such as express delivery, food delivery, along with the rapid development of the Internet industry, the talent supply in agricultural and pastoral enterprises is severely in short supply, making talent recruitment very difficult. Firstly, the long-standing shortage of professional management talents in agriculture and animal husbandry has not been alleviated. Coupled with traditional mindsets, the breeding and agricultural, and pastoral industries are not the first choice in people's career plans. Secondly, most traditional agricultural universities have followed the trend of the times and transformed into comprehensive universities, developing schools of humanities and business schools. Moreover, in some enterprises, the career advancement channels for talents are narrow, making it difficult to retain talents, and the talent supply of enterprises fails to keep up with the needs of enterprise development. Generally, there are two types of talents needed by agricultural and pastoral breeding enterprises: One is technical talent, and the other is operational and management talent. Considering various reasons, any organization will inevitably face a shortage of employees. Therefore, organizations should attach great importance to human resource recruitment. By implementing positive incentives or improving salary management, they can increase the success rate of recruitment and provide talent support for enterprises. Talent recruitment is the starting point for enterprises to obtain talent support. Enterprises must attach great importance to talent recruitment, manage personnel from a long-term development perspective, and use scientific recruitment methods and skills to achieve recruitment goals efficiently, to ensure the efficient operation of enterprises.

2. Research purpose

The focus of this research is on the recruitment of middle-level managers in S Company, an agriculture and animal husbandry enterprise. The objective is to analyze the current state of middle-level manager recruitment, identify existing problems, propose solutions to these problems, create conditions for S Company to attract middle-level managers, and achieve efficient recruitment. Additionally, this research aims to serve as a reference for other agriculture and animal husbandry companies.

3. Research methods

3.1. Literature review

This research employs the literature review method to form a scientific understanding of the research topic by collecting, organizing, and studying existing literature. By utilizing online resources, a substantial amount of relevant literature has been reviewed, including works by domestic and international scholars specializing in recruitment management, recent research on human resource management and recruitment published in core journals, and master's theses on recruitment ^[1]. This comprehensive collection and organization of recruitment-related information provides the necessary theoretical support and raw materials for the research ^[2].

3.2. Case study analysis

Taking the recruitment issues of middle-level managers in S Company as an example, this research collects data on middle-level manager recruitment in S Company over recent years, analyzes the causes of recruitment difficulties, and proposes countermeasures.

3.3. Interview method

To better present the true thoughts and objective facts of the survey respondents, interviews were conducted online with personnel responsible for recruitment. These interviews delved into the situation and existing problems of middle-level manager recruitment in S Company. Interview outlines were also prepared for recruitment personnel in the employing departments and the Human Resources Department, collecting more information from the perspective of recruitment executors to provide a more comprehensive basis for later analysis and optimization suggestions ^[3].

4. Analysis of the basic situation and existing problems of the recruitment of middle-level managers in Company S

4.1. Basic information of S Company

S Company is a subsidiary of the S Group. Established in 1999, the S Group has a registered capital of 350 million yuan. It is a leading enterprise in the national agricultural industrialization, one of China's Top 500 Enterprises, one of China's Top 500 Manufacturing Enterprises, and ranks fourth among the top 100 excellent enterprises in China's animal husbandry industry. S Group's pig feed won the Second Prize of National Science and Technology Progress, awarded by the State Council and the China Feed Industry's Major Scientific and Technological Progress Award, symbolizing China's Agriculture Oscar. S Company was founded in 2017 with a registered capital of 3 million yuan. Its main business scope includes pig breeding, breeding and sales of breeding pigs, technical consulting services for animal husbandry, cultivation and sales of crops, processing and sales of agricultural and livestock products, etc.

5. Problems existing in the recruitment of middle-level managers in Company S

5.1. The recruitment plan for middle-level managers is unreasonable

The foundation for achieving rational resource allocation in enterprises is the human resource demand plan. This plan provides a scientific and effective basis for subsequent recruitment efforts. A human resource plan scientifically predicts the supply and demand of enterprise human resources based on corporate goals and an analysis of internal and external environments, thereby formulating a scientific and reasonable plan to enable enterprises to recruit talents suitable for specific positions within a certain period, facilitating the development of both the enterprise and individuals. A scientific human resource plan can enhance an enterprise's adaptability, provide talent support for its development, optimize personnel structure, coordinate various activities, and improve overall efficiency ^[4].

5.2. Original recruitment channels are unreasonable

In general, enterprises can choose between external and internal recruitment methods. External recruitment brings fresh perspectives, new ideas, and new concepts, which can improve corporate culture. However, external

recruitment costs are higher than internal recruitment. Internal recruitment can motivate employees, increase enthusiasm, achieve career growth for employees, and has lower recruitment costs. S Company primarily relies on internal recruitment for middle management positions, supplemented by external recruitment. Internal recruitment sometimes results in a ripple effect, where the promotion of some employees may lead others with promotion aspirations to leave the company after adjustments, resulting in high employee turnover. The company's preference for internal recruitment without fully utilizing external recruitment channels can impose limitations on corporate recruitment, narrowing the talent pool ^[5].

5.3. The assessment method is single in the recruitment process

S Company's recruitment process for middle management positions generally follows: Vacancy occurs → Human Resources Department receives recruitment request → conducts job analysis → selects recruitment channels and posts information → selects candidates → employee hiring. From the above recruitment process, it is evident that the assessment methods currently used by the company are too limited, relying solely on highly subjective interviews. It lacks methods such as written tests, situational simulations, and third-party assessments to comprehensively evaluate candidates' abilities and personality traits.

5.4. The professionalism of the recruitment team is insufficient

The professionalism of the recruitment team has a significant impact on the recruitment process and determines the deviation in recruitment results. S Company's recruitment team is not professional and has many issues. The recruitment team primarily consists of managers from the Human Resources Department and the employing department. Most of the key personnel in the Human Resources Department are transferred internally from the S Group and lack understanding of S Company's products, operating models, and technological characteristics. During the recruitment process, the recruitment team lacks effective communication with other departments. In addition, managers in the employing department have a good understanding of the experience and skills required for their jobs, but are mostly unfamiliar with human resource management and have not undergone specialized training in recruitment management knowledge and skills. They often evaluate and judge candidates based on subjective experience, leading to low matching between new employees and positions and increased subsequent training costs ^[6].

5.5. Degree of person-job fit is not high

Person-job fit refers to the matching degree between individuals and their positions, meaning that to be competent for a position, the incumbent must possess all aspects of the position's requirements. Placing talents with different qualities in suitable positions maximizes human resource effectiveness. The main reason for the low person-job fit among S Company's middle managers is that S Company does not conduct an in-depth and objective evaluation of candidates when recruiting middle managers, failing to recognize the role of personality traits in matching people to positions. It has been mentioned before that there is no planned recruitment for middle managers, but rather, recruitment is conducted when positions become vacant. When there is an urgent need for personnel, the Human Resources Department may even lower standards for recruitment. During the company's recruitment process, the assessment method is limited, and there is no personality assessment in the interview stage. The assessment method only consists of interviews, and the recruiters lack professionalism. Interviewers often assess candidates' suitability for the position based on subjective experience or personal

preferences. The recruitment standards are also unclear, and there is a lack of effective communication between the Human Resources Department and the employing department ^[7].

5.6. Lack of effective evaluation of recruitment

In S Company, the successful induction of new employees often marks the end of the recruitment process. There is neither a summary of the gains and deficiencies of the recruitment activity nor a reasonable evaluation of the final recruitment results. There is also no follow-up or feedback on newly hired employees, which makes it difficult to reasonably test future recruitment efforts. In the long run, this can hinder the Human Resources Department from timely identifying shortcomings, improving its work, and affecting its development. Conducting an effective evaluation of recruitment results can identify issues in the recruitment process, facilitate reflection and summarization, and improve future work. The evaluation of recruitment results is easily overlooked by many companies.

6. Countermeasure analysis of the recruitment dilemma of middle-level personnel in Company S

6.1. Formulating a scientific and reasonable human resource plan for middle-level managers

Human resource planning refers to the practical plan formulated by enterprises to meet recruitment needs, enhance development capabilities, and achieve strategic goals. Human resource management plays a pivotal role in corporate governance. Enterprises must prioritize it, adopt a “people-oriented” philosophy, and integrate human resource management into their long-term development strategies. The Human Resources Department must thoroughly understand the company’s strategic objectives, its developmental stages, and the types of talent required at each phase ^[8].

6.2. Choosing multiple recruitment channels

When choosing recruitment channels, enterprises should comprehensively consider various factors, such as the internal and external environment of the organization and the applicants, to select the appropriate channels and achieve the effective purpose of recruitment ^[9]. The effectiveness of recruitment channels refers to the extent to which the chosen recruitment channels can attract suitable applicants, which is mainly reflected in: Being able to recruit employees who meet the job requirements effectively and timely, that is, the hired employees meet the requirements of the position in all aspects; the recruitment cost is the lowest within the selectable range; the hired employees have a high degree of recognition for the enterprise and a low turnover rate, etc.

6.3. Designing reasonable assessment methods

Employee assessment is an indispensable and important link in the recruitment process. The success of this step affects whether the enterprise can recruit talents suitable for the company’s development and meet the job requirements. In different stages of recruitment, the methods and purposes of talent assessment adopted are also different. The choice of assessment methods should be closely related to the actual situation of the enterprise and the requirements and characteristics of the recruitment position ^[10]. In practice, the combined use of assessment methods can reduce errors and find more suitable talents for the enterprise. The assessment of Company S includes three stages, namely the first test, the second test, and the interview. Before the formal start of the assessment, an assessment team should be established first according to the assessment purpose, and

the members of the assessment team should be determined. The assessment of the leaderless group discussion is to supplement the evaluation of the applicant's expression ability, communication ability, leadership ability, etc., which is lacking in the document processing test.

7. Conclusion

Recruitment is a very important link in human resource management, and it is also a channel for enterprises to obtain talents who can exert value in the long-term development of the enterprise. Effective recruitment can recruit excellent employees for the enterprise, establish a good corporate image, and improve the comprehensive strength of the enterprise, enabling the enterprise to develop in the long term in a rapidly changing internal and external environment.

Disclosure statement

The authors declare no conflict of interest.

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