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Talent Acquisition of Guangxi A Environmental Protection Service Company : Experience and Future Strategies

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ABSTRACT

The research objectives were as follows: 1) to investigate the current talent acquisition employed by Guangxi A Environmental Protection Service Company; 2) to examine the challenges and opportunities in talent acquisition faced by Guangxi A Environmental Protection Service Company and: 3) to propose initiatives for enhancing the effectiveness of talent acquisition strategies at Guangxi A Environmental Protection Service Company. As the main analysis method of this paper, qualitative analysis mainly obtains all aspects of information and data required by this paper through in-depth interviews with 9 key informants.

The research findings revealed that: (1) In terms of the talent process currently employed by Guangxi A Environmental protection Service Company, Guangxi A environmental protection Service Company recruits talents through a variety of ways. In addition to the traditional campus lectures and online recruitment platforms, we also actively carry out cooperation with universities, participate in industry exchanges and other activities, while Guangxi A environmental protection service company has established a good relationship with external partners in talent recruitment. Guangxi Environmental Protection A company has formed a relatively complete technology integration system in talent recruitment, and has achieved certain results. (2) In terms of challenges and opportunities, Company A mainly faces internal challenges in Comprehensive description, management concepts and talent concepts, and Training system. There are also external challenges and opportunities for management concepts and talent concepts, Recruits' channels, Pollution regulation demands and Supervision. (3) In terms of initiatives for enhancing the effectiveness of A company, At present, it mainly includes Employer branding, Recruitment marketing, Employee referral program, Technology and automation, and Data-driven decision-making motivations from these aspects urge Company A to improve its efficiency.

Keywords: Talent Acquisition; Human Resource Management; Environmental Protection Service.

Introduction

The accelerated pace of economic growth in China has led to a substantial increase in the generation of liquid waste across diverse sectors, including industrial production, agricultural activities, and the daily routines of residents. This surge in liquid waste production has brought to the forefront the critical issue of its legal disposal, garnering considerable attention from researchers and practitioners alike in contemporary society and the environmental protection industry (Lee et al., 2020; Shi et al., 2021; Wang et al., 2021). The imperative of managing and disposing of liquid waste responsibly has become a pivotal aspect of environmental research and sustainable development initiatives.

Against this backdrop, Guangxi A Environmental Protection Service Company emerges as a noteworthy participant in addressing these environmental challenges. Established in 2019, the company operates as a small and medium-sized environmental protection technology enterprise, specializing in pivotal areas such as environmental protection consulting, sewage treatment, and environmental third-party testing. As a relatively recent entrant into the environmental protection landscape, Guangxi A Environmental Protection Service

Company represents an essential case study for understanding how new enterprises navigate the complex dynamics of waste management and environmental sustainability in the wake of China's economic growth.

Amidst the contemporary industrial landscape of the environmental protection sector, three recurrent and formidable challenges materialize within the recruitment scenario (Yuan, 2020; Grimshaw et al., 2023). Firstly, the process of recruiting talent for general positions proves to be a formidable task, primarily attributed to the escalating demand for skilled professionals. This heightened demand is coupled with rising expectations regarding skill levels and salary requirements, adding layers of complexity to the recruitment process. Secondly, the industry grapples with a concerning trend of high turnover rates among newly hired employees. This phenomenon significantly undermines the efficiency of the recruitment process, imparting additional costs associated with the constant need for replacements. Thirdly, observable shortages within the talent structure compel organizations to adopt strategic measures. These measures include the lowering of recruitment standards, implementing internal training initiatives, and devising industry-specific approaches to mitigate talent deficits (Napathorn, 2020; Birou & Hoek, 2022; Budhwar et al., 2023).

In response to these multifaceted challenges, the proposed research objectives are crafted to unveil a nuanced understanding of Guangxi A Environmental Protection Service Company's talent acquisition landscape. By interrogating and elucidating the complexities inherent in the company's approach to talent acquisition, the research aims to contribute insights and recommendations that are both theoretically sound and practically relevant within the dynamic context of the environmental protection industry.

Conceptual framework as show in Figure 1.

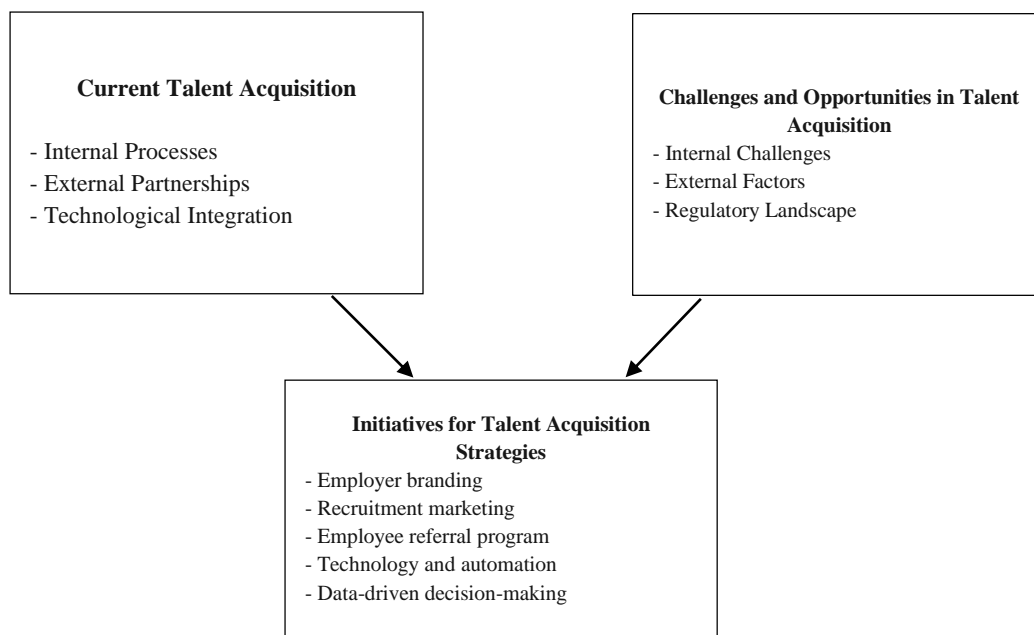


Figure 1 Conceptual framework

The conceptual framework for this research is structured around three interrelated objectives aimed at comprehensively understanding and optimizing the talent acquisition processes within Guangxi A Environmental Protection Service Company. The first objective involves a thorough investigation into the current talent acquisition employed by the company. This includes an examination of internal processes, such as recruitment methodologies, external partnerships with educational institutions and industry associations, and the integration of technology, including the use of applicant tracking systems and data analytics. The expected outcomes include the identification of predominant strategies and an evaluation of their effectiveness.

The second objective focuses on the examination of challenges and opportunities encountered in talent acquisition by Guangxi A Environmental Protection Service Company. This encompasses an exploration of internal challenges like turnover rates, skill shortages, and organizational constraints, an analysis of external factors influencing talent acquisition, and an assessment of the regulatory landscape within the environmental protection sector. The anticipated outcomes include a comprehensive documentation of challenges, identification of external influences, and exploration of potential opportunities within the industry.

The third and final objective aims to propose initiatives for enhancing the effectiveness of talent acquisition strategies at Guangxi A Environmental Protection Service Company. This involves the initiatives of employer branding, recruitment marketing, employee referral program, technology and automation, and data-driven decision-making of the environmental protection industry. The expected outcomes encompass practical recommendations for addressing identified challenges and optimizing the overall talent acquisition strategies within the company.

Purposes

- 1) To investigate the current talent acquisition employed by Guangxi A Environmental Protection Service Company.
- 2) To examine the challenges and opportunities in talent acquisition faced by Guangxi A Environmental Protection Service Company.
- 3) To propose initiatives for enhancing the effectiveness of talent acquisition strategies at Guangxi A Environmental Protection Service Company.

Research Methodology

This research embraces a qualitative research design, signifying a deliberate choice to undertake an in-depth exploration of the multifaceted realm of talent acquisition strategies within the specific context of Guangxi A Environmental Protection Service Company. The qualitative approach is deemed highly appropriate for the nature of this study, as it permits a nuanced investigation into intricate phenomena inherent in organizational processes and human behaviors (Curry et al., 2009). Given the complexity of talent acquisition, qualitative research offers a comprehensive and holistic lens through which to examine the multifarious elements at play within the company's recruitment practices (Theys & Schultz, 2020).

Qualitative research excels in capturing the subtleties of social contexts, the diverse perceptions of individuals, and the rich tapestry of experiences within the organizational setting (Ying Yang & Lê, 2008). By adopting this approach, the study aims to transcend mere statistical data and delve into the subjective dimensions that influence talent acquisition strategies. This methodological choice recognizes that talent acquisition is not merely a mechanistic process but a dynamic interplay of human interactions, organizational culture, and contextual factors. Through qualitative inquiry, the research seeks to uncover the underlying motives, cultural dynamics, and personal experiences that shape and define talent acquisition strategies within Guangxi A Environmental Protection Service Company.

The qualitative design affords the flexibility to employ methods such as in-depth interviews and document analysis, facilitating a comprehensive exploration of the intricacies surrounding talent acquisition. By immersing itself in the qualitative paradigm, the study aspires to paint a detailed and contextualized picture of the talent acquisition landscape within the company, thereby contributing rich and insightful perspectives that extend beyond the quantitative dimensions often associated with traditional research methodologies. Key informants of this study were primarily employees of Guangxi A Environmental Protection Technology Company, including 1 deputy general manager in charge, 3 department directors, 4 management staff, and 5 grassroots staff, totaling 13 individuals. They came from various departments, held different positions, and were at different stages of work. They also had varying levels of understanding of the enterprise, which provided valuable information for the interview plan.

The research tool of study is interview guideline , the interview content mainly around the talent acquisition may involve problems set up the content of the interview, mainly from the overall evaluation of talent acquisition, specific content is as follows:

Table 1 Interview questions

Research objectives	Questions		
	Vice President	HR Department	Employees /grass-roots staff
Investigate the Current Talent Acquisition	1. Can you provide an overview of the talent acquisition process currently employed by Guangxi A Environmental Protection Service Company?	1. What steps are involved in the talent acquisition process, from identifying job openings to onboarding new hires?	1. Can you describe your experience with the recruitment and hiring process when you joined Guangxi A Environmental Protection Service Company?
	2. What are the primary strategies or methodologies utilized for sourcing and attracting talent?	2. How does the HR department collaborate with other departments or external partners in the recruitment process?	2. How did you learn about job opportunities within the company, and what channels were used for communication?
	3. How does the company assess the effectiveness of its talent acquisition efforts?	3. What tools or technologies are utilized to streamline talent acquisition, such as applicant tracking systems or recruitment software?	3. What aspects of the recruitment process do you believe were effective, and which ones could be improved?
	4. Are there any recent changes or updates made to the talent acquisition process, and if so, what prompted these changes?	4. How does the HR department measure the success of talent acquisition initiatives, and what metrics are used for evaluation?	4. From your perspective, what qualities or skills are valued in the talent acquisition process at our company?
	5. In your opinion, what are the strengths and weaknesses of our current talent acquisition approach?	5. Are there any challenges or areas of improvement identified in the current talent acquisition practices?	5. Do you have any suggestions or recommendations for enhancing the talent acquisition process based on your experience?
Examine Challenges and Opportunities in Talent Acquisition	6. What internal challenges do you believe impact talent acquisition at Guangxi A Environmental Protection Service Company, such as turnover rates or skill shortages?	6. What internal challenges related to talent acquisition have been identified within the company, and how are they currently managed?	6. In your experience, what internal challenges affect talent acquisition efforts at Guangxi A Environmental Protection Service Company?

	7. How does the company currently address these internal challenges in talent acquisition?	7. Have there been any recent trends or developments in the external environment that have impacted talent acquisition strategies?	7. Have you noticed any external factors, such as industry regulations or market dynamics, influencing talent acquisition practices within the company?
	8. Can you identify any external factors that influence talent acquisition efforts, such as market trends or regulatory changes in the environmental protection sector?	8. How does the HR department assess the regulatory landscape within the environmental protection sector and its implications for talent acquisition?	8. How do you believe the company can better address internal challenges and leverage external opportunities in talent acquisition?
	9. How does the company stay informed about external influences affecting talent acquisition strategies?	9. Are there any specific opportunities or partnerships the HR department is exploring to address talent acquisition challenges and capitalize on industry trends?	9. Are there any specific suggestions or recommendations you have for improving talent acquisition strategies based on your observations?
	10. From your perspective, what potential opportunities exist within the industry that could be leveraged to enhance talent acquisition efforts?	10. What initiatives or strategies are being considered to mitigate skill shortages or turnover rates in talent acquisition?	10. Do you feel adequately informed about industry trends and regulatory changes that could impact talent acquisition efforts within the company?
Propose Initiatives for Enhancing Talent Acquisition Effectiveness	11. How important do you consider talent acquisition strategies in the overall success of Guangxi A Environmental Protection Service Company?	11. What initiatives has the HR department considered or implemented to enhance talent acquisition effectiveness at Guangxi A Environmental Protection Service Company?	11. From your perspective, what initiatives or improvements could be made to enhance talent acquisition practices at Guangxi A Environmental Protection Service Company?
	12. Can you share your thoughts on the potential impact of implementing initiatives such as employer branding, recruitment marketing, and employee referral programs on talent acquisition effectiveness?	12. Can you discuss any successful examples of employer branding initiatives or recruitment marketing campaigns that have positively impacted talent acquisition efforts?	12. Have you participated in any employer branding activities or recruitment marketing campaigns conducted by the company, and if so, what was your experience?

	13. What role do you see technology and automation playing in enhancing talent acquisition processes within our company?	13. How does the HR department currently promote and incentivize employee referrals, and what improvements could be made to the referral program?	13. What incentives or rewards do you believe would encourage more employees to participate in the referral program and recommend potential candidates?
	14. How do you envision data-driven decision-making contributing to the optimization of talent acquisition strategies?	14. What technological tools or automation solutions do you believe would streamline talent acquisition processes and improve efficiency?	14. How do you feel about the potential introduction of new technologies or automation in the talent acquisition process, and how do you think it would impact your role?
	15. Are there any specific challenges or barriers you anticipate in implementing these proposed initiatives, and how do you plan to address them?	15. How does the HR department plan to leverage data and analytics to inform decision-making and optimize talent acquisition strategies?	15. Are there any specific data-driven approaches or metrics you believe would be beneficial in optimizing talent acquisition strategies?

The data analysis in this qualitative study will involve a comprehensive examination of interview transcripts and document outcomes. Thematic analysis will be employed to identify recurring patterns, themes, and insights from the collected information. Analytical induction, a qualitative data analysis method, will meticulously examine the data to discern patterns and relationships, aiding in the development of theoretical frameworks. Researchers will engage in iterative coding and constant comparison to refine coding categories and elucidate emerging themes. Theoretical sampling may guide subsequent data collection efforts, facilitating deeper exploration and validation of emerging theories. Cross-case analysis will compare findings across different contexts to refine theoretical explanations. Ultimately, the goal is to distill meaningful findings that contribute to a nuanced understanding of talent acquisition strategies in the environmental protection industry, guiding future practices.

Results

1. Current talent acquisition employed by Guangxi A Environmental Protection Service Company

(1) Internal Processes

Guangxi A Environmental Protection Service Company employs diverse strategies for talent acquisition. Internally, it leverages traditional methods like campus recruitment drives and online platforms to disseminate job opportunities. Additionally, the company actively engages in collaborations with universities and industry events to attract promising graduates and professionals. Emphasizing an internal referral system, it encourages current employees to recommend suitable candidates. These multifaceted approaches underscore the company's commitment to sourcing talent from various channels, ensuring a robust and diverse pool of candidates for recruitment.

(2) External Partnerships

Guangxi A Environmental Protection Service Company has forged robust external partnerships to bolster its talent acquisition endeavors. Collaborating with esteemed universities, professional institutions, and reputable talent agencies has yielded fruitful results, establishing enduring relationships vital for sustained growth. Notably,

the company has inked strategic agreements with renowned universities, facilitating the influx of top-tier talent. Furthermore, close affiliations with pertinent industry associations and research institutes enhance access to specialized expertise. Additionally, partnering with credible and proficient talent agencies underscores the company's commitment to quality recruitment practices. These strategic alliances underscore the company's proactive approach to securing talent and fostering long-term collaboration with external stakeholders.

(3) Technological Integration

Technological integration plays a crucial role in the recruitment practices of Guangxi A Environmental Protection Service Company. Firstly, the company employs a diverse array of advanced technological tools throughout the recruitment process. Secondly, emphasis is placed on conducting thorough and comprehensive evaluations of candidates during the selection process. This dual approach underscores the company's commitment to leveraging technology for efficient and effective talent acquisition, while also ensuring a rigorous assessment of potential candidates to align with organizational needs and goals.

In general, Guangxi Environmental Protection A company has formed a relatively complete technology integration system in talent recruitment, and has achieved certain results. However, in the current fierce competition, there is still a need for continuous improvement and innovation to attract and retain more talented people in a wider range. It is hoped that the company can continue to strengthen talent training and management in the future, and continue to promote the sustainable development of enterprises.

2. Challenges and opportunities

The challenges and opportunities of Guangxi A Environmental Protection Service Company can be summarized as Table 2 below:

Table 2 The challenges and opportunities

Type		Specific aspects
Internal Challenges	Comprehensive description	Salary and welfare, in the current economic situation, all walks of life are facing challenges such as rising employment costs and intensifying market competition, companies should also focus on fairness and transparency when dealing with compensation and benefits.
	Management concepts and talent concepts	<ul style="list-style-type: none"> - Lack of scientific mid - and long-term human resource planning - Lack of clear career development path for talents. - The basic system related to talent training is not sound. - Still follow the mode of emphasizing training and neglecting training
	Training system	<ul style="list-style-type: none"> - Insufficient talent training efforts and investment resources for key positions. - The systematic connection of key personnel training programs is not enough. - The training organization and management is still in the basic stage.
External Partnership	Management concepts and talent concepts	<ul style="list-style-type: none"> - Needs to strengthen its own technology and innovation capabilities. - Needs to be strengthened in terms of marketing. - Needs to strengthen cooperation and communication with government departments, industry associations and other relevant institutions.
	Recruits' channels	<ul style="list-style-type: none"> - Narrow channels for Naxian and Peiyou. - The combination of talent selection and education is not in place. - The quality of talent selection is not high.

Regulatory Landscape	Pollution regulation demands	<ul style="list-style-type: none"> - The company needs talents with sufficient pollution treatment knowledge and experience. - The company needs to recruit talents with a series of air quality management technologies such as monitoring, early warning and emergency response. - In the field of solid waste treatment, the company needs to master a variety of waste treatment methods.
	Supervision	<ul style="list-style-type: none"> - The standard and dimension of talent evaluation are relatively simple. - The application of talent evaluation results is not enough.

Guangxi A Environmental Protection Service Company faces a myriad of challenges and opportunities in talent acquisition, as outlined in Table 1. Internally, the company grapples with issues such as rising employment costs and market competition, necessitating a focus on equitable compensation practices and strategic human resource planning. Moreover, deficiencies in career development pathways and training systems hinder talent retention and growth. Externally, the company must bolster its technological capabilities, enhance marketing efforts, and foster stronger collaborations with governmental and industry entities. Additionally, the regulatory landscape presents demands for talent with specialized knowledge in pollution treatment, air quality management, and solid waste treatment. Addressing these challenges while capitalizing on opportunities will be pivotal for the company's success in talent acquisition and retention.

3. Initiatives for enhancing the effectiveness of talent acquisition strategies at Guangxi A Environmental Protection Service Company.

The initiatives for enhancing the effectiveness of Guangxi A Environmental Protection Service Company can be summarized as Table 3 below:

Table 3 The initiatives for enhancing the effectiveness

Types	Initiatives
Employer branding	The company has a good reputation and reputation in the industry
	The company pays attention to employee welfare and career development, and provides good compensation and benefits, training opportunities and promotion space
	Guangxi Environmental Protection A company is also outstanding in terms of corporate social responsibility
Recruitment marketing	Needs to constantly introduce talents with relevant professional knowledge and skills
	Outstanding talents often become the most critical resources in the development of enterprises
	International vision and cross-cultural communication ability have become one of the important criteria to measure whether an enterprise has a competitive advantage
Employee referral program	Employee referral programs can effectively use internal networking resources
	Employee referral programs help enhance team cohesion and stability
	The optimization of the employee referral program can also stimulate the enthusiasm of all employees to participate in the development of the enterprise
Technology and automation	Promote the innovation and development of enterprises in the field of environmental protection by introducing high-end scientific and technological talents

	Talent recruitment in automation is also to improve production efficiency and reduce labor intensity
	Excellent employees are particularly important for an enterprise
Data-driven decision-making	Companies need professional, efficient and innovative people to process and analyze data-driven works.
	Pays more attention to candidates' identification and practical ability of data-driven decision-making
	Sets corresponding reward and punishment policies for positions related to data-driven decision-making

The effectiveness of Guangxi A Environmental Protection Service Company is being bolstered through several strategic initiatives, as detailed in Table 3. Firstly, the company emphasizes its employer branding, focusing on reputation, employee welfare, career development, and corporate social responsibility. Secondly, recruitment marketing efforts prioritize attracting talents with relevant expertise and international perspectives. Thirdly, an employee referral program leverages internal networks to enhance team cohesion and engagement. Fourthly, technology and automation initiatives aim to innovate environmental protection practices and optimize production efficiency. Lastly, data-driven decision-making is prioritized, requiring skilled individuals proficient in processing and analyzing data, with corresponding reward and punishment policies in place. These initiatives collectively aim to enhance the company's competitiveness and effectiveness in the environmental protection sector.

Discussions

1. Discussion of current talent acquisition employed by Guangxi A Environmental Protection Service Company

In terms of professional and technical talents, Guangxi Environmental Protection Service Company A needs a large number of talents with environmental engineering, chemistry, ecology and other related professional backgrounds. This is similar to Berson's (2013) view that the company needs more composite professionals in order to ensure the business efficiency of the company. However, since these fields are highly specialized and the market is highly competitive, it is not easy to find the right professional and technical personnel.

Secondly, in terms of management and operation team building, Guangxi Environmental Protection Service Company A also needs senior managers and operation team members with good management ability and industry experience. This is crucial for enterprise development, but high-level managers and operation team members are relatively scarce, which is similar to Beltran's (2023) point of view, that is, high-end talents and grassroots talents are equally important, and both need to be paid attention to by the company to ensure that the company's strategy can be solved from planning to execution. In terms of the recruitment of grass-roots positions, although the demand is large and the threshold is low, the difficulty of the recruitment of grass-roots positions is increased due to the unsatisfactory salary and high work pressure.

2. Discussion of challenges and opportunities in talent acquisition faced by Guangxi A Environmental Protection Service Company.

As an emerging environmental protection enterprise, Guangxi A Environmental protection Service Company is facing the challenges and opportunities of talent recruitment. First of all, with the increase of social awareness of environmental protection, the demand for environmental protection industry has increased, which provides opportunities for companies to attract outstanding talents. Secondly, with the progress of science and technology and industrial upgrading, the need for talents with professional knowledge and skills is also increasing.

However, there are some challenges in the recruitment process. First of all, the market competition is fierce, many large enterprises are competing for excellent talent resources; Secondly, some fresh graduates lack

understanding and low awareness of the environmental protection industry; In addition, some experienced practitioners are often more inclined to choose traditional industries or foreign enterprises.

In response to the above challenges and opportunities, Guangxi A environmental protection service company can take the following measures: First, strengthen cooperation with colleges and universities, promote the company image on campus, and carry out internship and training programs to attract graduates; The second is to establish a sound salary and welfare system and promotion space to retain excellent employees; The second is to strengthen branding and public relations activities to enhance the company's visibility.

To solve these challenges, efficiency and channel breadth of Guangxi Environmental Protection Company A need to be strengthened, and these aspects are exactly the key for the company to improve its talent introduction efficiency and quality, which can be illustrated from the research of Claus (2019). As for Company A, it can enhance its brand awareness by increasing publicity. By participating in industry exhibitions, holding job fairs, publishing recruitment information and other ways, more outstanding talents can be attracted to join the company.

3. Discussion of initiatives for enhancing the effectiveness of talent acquisition strategies at Guangxi A Environmental Protection Service Company.

Guangxi A environmental protection service company is facing the challenge of talent introduction. In order to improve the effectiveness of talent acquisition strategies, companies need to take a series of measures. According to De Angelis (2023) and Deeba (2020), A company can consider the following initiatives and measures:

First, companies can invest more in external recruitment channels. Attract more talented people to join the company by cooperating with well-known recruitment websites and participating in industry job fairs. At the same time, the establishment of a sound employee recommendation system is also an important way to recommend outstanding talents through existing employees and give corresponding rewards.

Secondly, the company can strengthen cooperation with universities and scientific research institutions, and carry out in-depth cooperation in campus preaching and intern programs. This can not only attract graduates to join the company, but also get more support in technological innovation and project development.

In addition, improving the salary and welfare system is also one of the key factors to attract talents. In addition to the competitive salary package, it can also provide good training opportunities, promotion opportunities and other benefits to retain good employees.

Finally, work hard on the construction of corporate culture. To create a harmonious, stable, energetic and passionate working atmosphere, and pay attention to employees' personal growth and value realization, to a certain extent, it can also enhance employees' sense of belonging and loyalty to the company.

Conclusions

The research objectives of this paper are as follows: 1) To investigate the talent recruitment status of A environmental protection service company in Guangxi. 2) To explore the challenges and opportunities that Guangxi A environmental protection service company faces in talent acquisition. 3) Put forward suggestions to improve the effectiveness of talent introduction strategy of Guangxi A environmental protection service Company. At the same time, aiming at these research objectives, this paper puts forward the research hypothesis as follows: 1) Through the investigation of the current talent acquisition situation of Guangxi A environmental protection service company, multiple ways can be found. 2) The talent recruitment of Guangxi A environmental protection service company is facing obvious challenges and opportunities. 3) To improve the efficiency of talent introduction in Guangxi A environmental service company, the proposed measures may involve innovative strategies.

In order to achieve these research objectives and test the research hypothesis, a qualitative research design was adopted in this study, marking a deliberate choice to explore in depth various areas of talent acquisition strategy in the specific context of A Guangxi environmental service Company. The qualitative approach is considered well suited to the nature of this study, as it allows for a nuanced investigation of complex phenomena inherent in organizational processes and human behavior. Considering the complexity of talent acquisition,

qualitative research provides a comprehensive and holistic perspective through which to examine the various factors at play in a company's hiring practices.

The interviewees in this study are mainly the employees of A Environmental Protection Technology Company in Guangxi, including deputy general manager in charge, department heads, trainees, grass-roots managers, grass-roots employees, etc. They come from different departments, positions and different working stages, including human resources department, employment department and management personnel. They also have different knowledge about the company, which can provide better information for the interview plan. Through the interview and data collection, I have A deep understanding of the problems existing in the recruitment of Guangxi A environmental protection Technology Company.

Recommendations

1. Practical Recommendations

1) Improve the multi-channel career development system

Establish a multi-channel position system: The company is developing rapidly in the past two years, and the existing position system cannot cover the development needs of employees in various aspects. It is necessary to reorganize and improve the position system according to the current situation of the company's human resources and the demand for human resources in the 14th Five-Year Plan.

Evaluate the value of posts scientifically and objectively: At present, the company has not carried out systematic job value assessment, and the determination of the existing position ranks is more based on the consistent standards of the industry and the subjective will and experience of the company's management, which has strong irrationality and objectivity. By the opportunity of this optimization, we should use scientific and objective post value assessment tools, combined with industry practice experience, in accordance with the principle of "according to strategy, benchmarking industry", to carry out a comprehensive and systematic assessment of the qualifications, work intensity, work efficiency and risk responsibility of each position in the company.

Optimize the key content of the qualification standard: As the key content of career development channel design, qualifications should be based on the relatively reasonable expected goals for employee promotion channels, positions, levels, etc., combined with the requirements of proportional control of the number of employees at each rank, to conduct statistics and analysis of employees at different channels and levels, and on this basis to determine scientific and reasonable post qualification standards.

2) Establishment of echelon talent selection system

The echelon talent pool of Guangxi Environmental Protection Service Company A will be divided into three echelons to carry out spiral training. The first echelon consists of senior talent team and senior reserve. While completing their own work, senior reserve talents also need to participate in various training tasks and some senior management work organized by the company, and be familiar with the relevant work flow so that they can arrive at the post in time when there is a vacancy. The senior talent team is the core management team of the company, and its ability and quality level is directly related to the development of the company. Therefore, it is necessary to pay more attention to carry out multi-dimensional evaluation before training, and then formulate targeted training plans according to the evaluation results.

The second echelon consists of the middle level talent team and the middle level reserve. The role of the middle-level talent team is particularly important in the company, which is the backbone of connecting the previous and the next. The middle-level team is a comprehensive pool of management talents and professional talents, and it is necessary to implement practical training concepts. For example, for engineering project management talents, on the one hand, it is necessary to improve the technical level and project management ability of engineering, encourage them to optimize the construction management mode, actively participate in the

evaluation of professional titles, and obtain professional qualification certificates. On the other hand, it is necessary to improve the comprehensive quality of individuals.

The third echelon consists of the grass-roots talent team, grass-roots reserve and front-line employees, and the latter two are the reserve force of the former. In order to do a good job in the construction of the echelon talent pool, the construction of grassroots talent must be solid and reliable, only the grassroots talent base is consolidated, and the middle-level talent team that plays the role of connecting the past and the next can have more selectivity, and can be stronger and more refined. There are three main sources of grass-roots reserve talents: external introduction, front-line staff and management trainees.

3) Expand the practical talent training model

Talent selection and reserve should give priority to internal training, which not only provides employees with development opportunities, but also enhances employee cohesion and loyalty, and reduces the risk of hiring the wrong person because internal employees and the company know each other. Therefore, in addition to carrying out internal training, expanding practical personnel training mode and channels will play a very positive role in promoting the company's personnel training.

Project system training, from the perspective of talent training effect and efficiency, project system training is a very suitable way for the company to train practical talents, which can quickly improve their professional ability and problem solving ability. This training method is especially suitable for management trainees, high potential talents and professional sequence talents.

Internal job rotation and internal part-time training, internal job rotation is one of the commonly used ways to train management talents. At present, the company is also adopting this training method in middle management positions, but the scope of implementation is not large, and the relevant mechanism design in the specific implementation process is not perfect, which needs to be further optimized and improved. The scope of implementation can be extended from the existing middle management positions to senior and grass-roots management positions and the talent pool of management trainees. On the one hand, the expansion of the scope can activate the enthusiasm of employees to "learn in action", exercise their comprehensive management ability, and cultivate high-quality and compound management talents. On the other hand, it can also reduce the employment risk of the lack of talents at the level and the ability to meet the post requirements.

2. Theoretical Contributions

1) More attention should be paid to professional ability and quality in the selection of talent. This complements current research on human resources theory and ensures the selection of employees with a high professional level and good comprehensive quality through the establishment of a scientific, fair, and transparent selection mechanism. This provides a solid talent base for the company's future development.

2) In the training mechanism, from a theoretical perspective of innovative exploration, Guangxi Environmental Protection A company emphasizes staff skills training and designs mechanisms for job promotion. It encourages employees to continuously enhance their own skills and provides them with ample opportunities to contribute. This positive corporate culture attracts numerous talented individuals and inspires employees to pursue ongoing progress and innovation.

3) The compensation and welfare have also undergone reform and improvement from a theoretical perspective to a certain extent. Guangxi Environmental Protection A company provides corresponding rewards based on employee performance and establishes a comprehensive welfare system, fostering a sense of stability, belonging, and long-term commitment among employees.

3. Future Research Suggestions

First of all, for the demand for talents in technical positions, we can consider the impact of strengthening the introduction of cooperation with universities, research institutes and other institutions, and explore whether carrying out joint training projects or setting up scholarship programs to attract outstanding graduates to join the company and conduct long-term and stable technical research work can optimize the performance of talent recruitment.

Secondly, in management positions, we should pay attention to the impact of staff quality and ability training. The overall quality and management level of employees should be improved through internal training and overseas exchange, and employees should be encouraged to participate in relevant qualification examinations to enhance their competitiveness. For corporate governance and human resource management, these are influential factors worth studying in the future.

Finally, in the future research, we should pay close attention to the changes in national policies and regulations and the development trend of the industry. Therefore, future research can include content specialized in policy and regulation tracking analysis and industry prospect prediction to provide data support for further research on optimizing corporate decision-making.

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