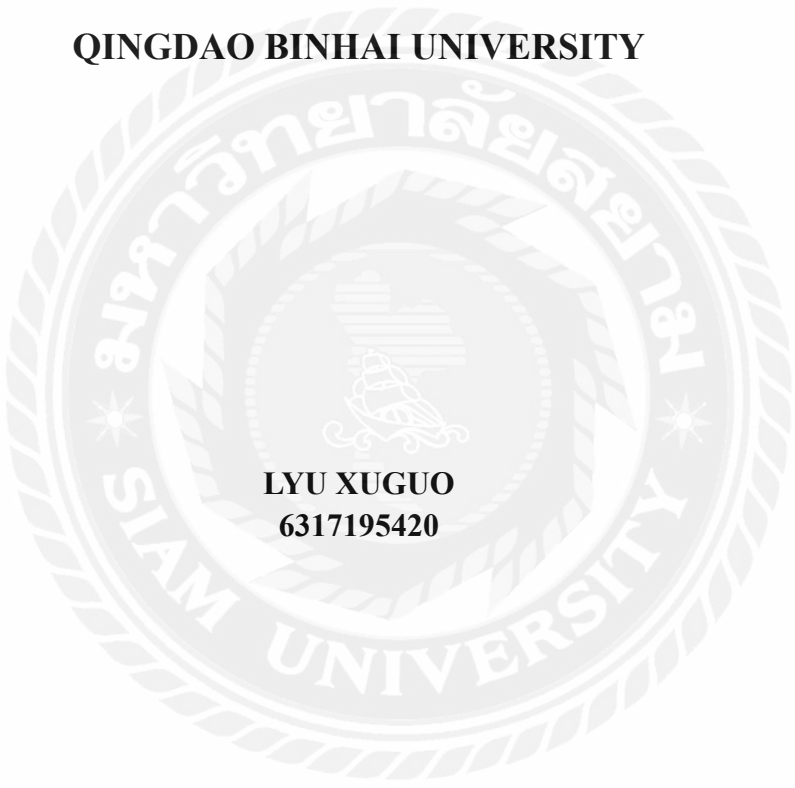




**STUDY ON THE INFLUENCING FACTORS OF HUMAN  
RESOURCE RECRUITMENT RISK MANAGEMENT IN  
QINGDAO BINHAI UNIVERSITY**



**LYU XUGUO  
6317195420**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS  
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY**

**2023**



**STUDY ON THE INFLUENCING FACTORS OF HUMAN  
RESOURCE RECRUITMENT RISK MANAGEMENT IN  
QINGDAO BINHAI UNIVERSITY**

**LYU XUGUO**

This Independent Study has been Approved as a Partial Fulfillment of the Requirement  
of International Master of Business Administration

Advisor: ..... *Chiu Qiu* .....  
(Assoc. Prof. Dr. Qiu Chao)

Date: ..... 9 / 4 / 2024 .....

..... *Jomphong Mongkhonvanit* .....  
(Associate Professor Dr. Jomphong Mongkhonvanit)  
Acting Dean, Graduate School of Business Administration

Date: ..... 26 / 4 / 2024 .....

**Title:** Study on the Influencing Factors of Human Resource Recruitment Risk Management in Qingdao Binhai University  
**By:** Lyu Xuguo  
**Degree:** Master of Business Administration  
**Major:** International Business Management

**Advisor:** ..... *Chao Qiu* .....  
(Assoc. Prof. Dr. Qiu Chao)  
..... 15 / 03 / 2024 .....

### ABSTRACT

Qingdao Binhai institution, a well-known private institution in Shandong Province, has been discovered to overlook recruitment risk management during the human resources recruiting process. The university faces recruiting risks such as talent identification, recruitment expenses, recruitment channels, responsiveness, commitment, and employment concerns. These risks are exacerbated by insufficient specialization, scarcity of high-quality recruiters, and lack of transparent information exchange systems. This paper aimed to study the influencing factors of human resource recruitment risk management in Qingdao Binhai University.

The objectives of the study were: 1) To explore the influencing factors that affect the human resource recruitment risk management in Qingdao Binhai University; 2) To determine whether level of professionalization, personnel qualification, information transparency affect the human resource recruitment risk management in Qingdao Binhai University.

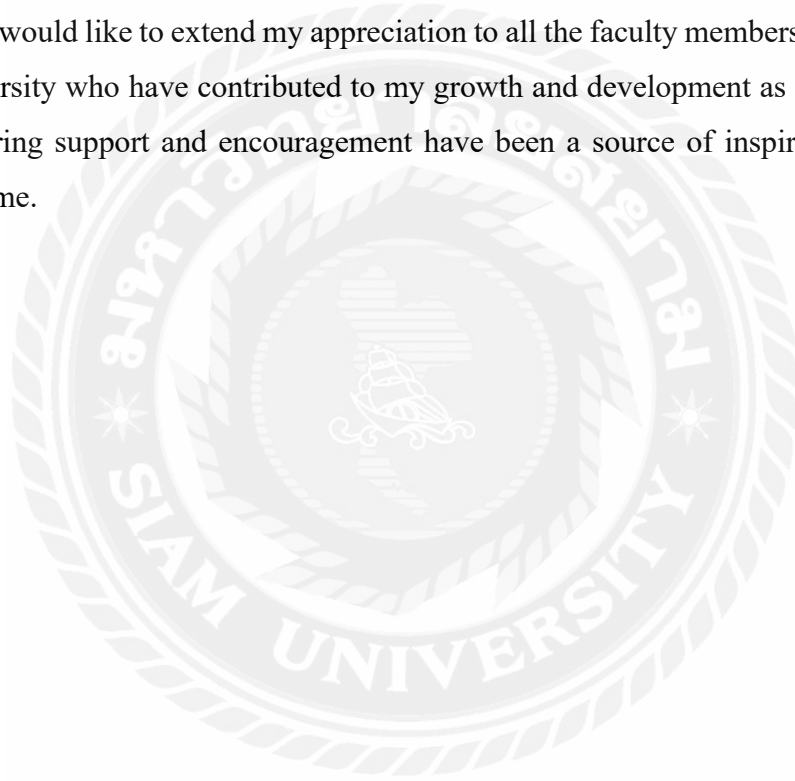
This study adopted the quantitative research method, 390 electronic questionnaires were distributed and 322 valid questionnaires were recovered, with a recovery rate of 82.56%. Based on the risk management theory, this paper found that: 1) The influencing factors of the human resource recruitment risk management in Qingdao Binhai University include three factors: level of professionalization, personnel qualification, information transparency; 2) Level of professionalization, personnel qualification, information transparency have a positive effect on the human resource recruitment risk management. For recommendations, human resource recruitment risk management in Qingdao Binhai University should focus on the following aspects: 1) Building professional teams; 2) Improving personnel qualification; 3) Enhancing recruitment information transparency.

**Keywords:** human resource recruitment, risk management, qingdao binhai university

## ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work. Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, of the Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



## DECLARATION

*I, Lyu Xuguo, hereby certify that the work embodied in this independent study entitled “Study on the Influencing Factors of Human Resource Recruitment Risk Management in Qingdao Binhai University” is result of original research and has not been submitted for a higher degree to any other university or institution.*



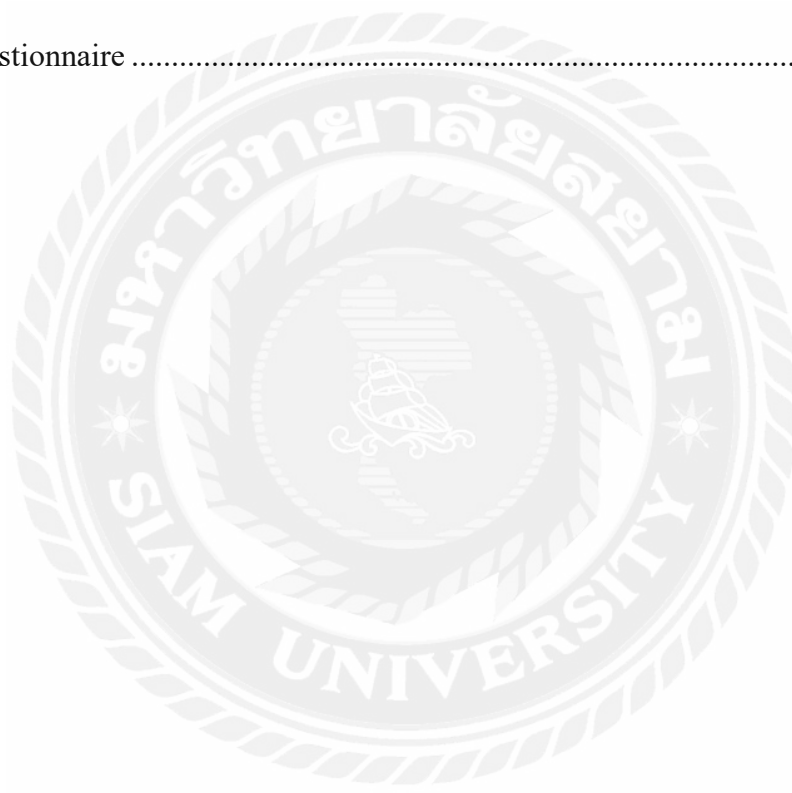
*Lyu Xuguo*.....

Lyu Xuguo  
Feb 1, 2024

# CONTENTS

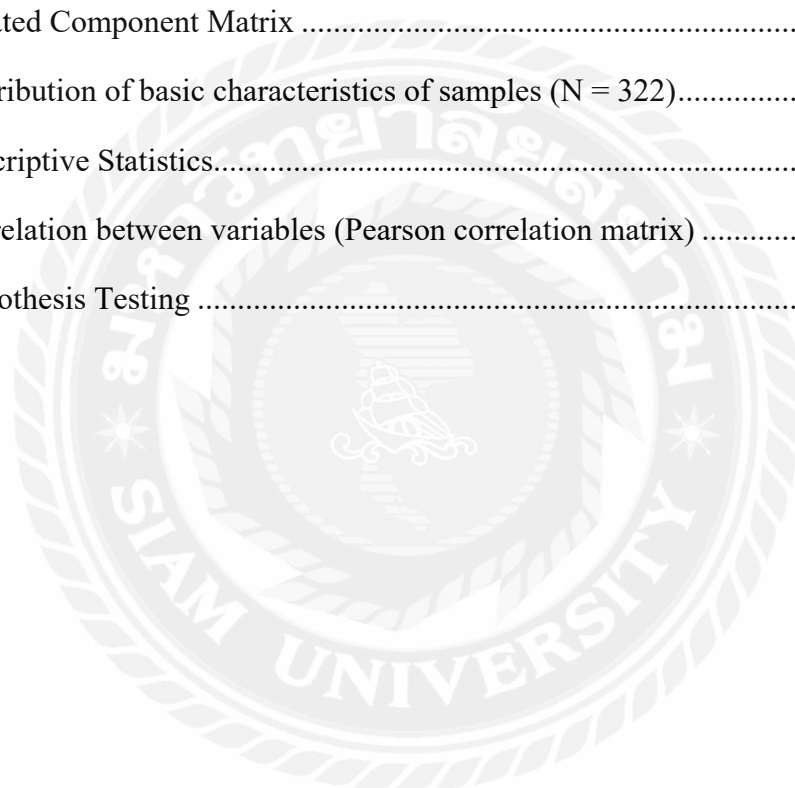
|   |     |
|---|-----|
| ABSTRACT.....                                   | I   |
| ACKNOWLEDGEMENT .....                           | II  |
| DECLARATION .....                               | III |
| CONTENTS.....                                   | IV  |
| TABLE CONTENTS.....                             | VI  |
| FIGURE CONTENTS .....                           | VII |
| Chapter 1 Introduction .....                    | 1   |
| 1.1 Background of the Study .....               | 1   |
| 1.2 Questions of the Study .....                | 2   |
| 1.3 Objectives of the Study.....                | 3   |
| 1.4 Scope of the Study .....                    | 4   |
| 1.5 Significance of the Study .....             | 4   |
| 1.6 Conceptual and Operational Definition ..... | 5   |
| Chapter 2 Literature Review.....                | 7   |
| 2.1 Introduction.....                           | 7   |
| 2.2 Literature Review.....                      | 7   |
| 2.3 Research Relevant.....                      | 11  |
| 2.4 Conceptual Framework.....                   | 13  |
| Chapter 3 Research Methodology.....             | 14  |
| 3.1 Introduction.....                           | 14  |
| 3.2 Research Design.....                        | 14  |
| 3.3 Population and Sampling .....               | 16  |
| 3.4 Hypothesis.....                             | 17  |
| 3.5 Data Collection .....                       | 18  |
| 3.6 Data Analysis .....                         | 18  |

|  |    |
|--|----|
| Chapter 4 Findings.....                        | 23 |
| 4.1 Introduction.....                          | 23 |
| 4.2 Description of Statistical Variables ..... | 23 |
| 4.3 Results of the Study .....                 | 25 |
| Chapter 5 Conclusion and Recommendation.....   | 28 |
| 5.1 Conclusion .....                           | 28 |
| 5.2 Recommendation .....                       | 30 |
| References.....                                | 33 |
| Appendix Questionnaire .....                   | 36 |



## TABLE CONTENTS

|  |    |
|--|----|
| Table 3.1 The resource recruitment risk management measurement item .....  | 15 |
| Table 3.2 Variate reliability test.....                                    | 19 |
| Table 3.3 KMO and Bartlett's Test .....                                    | 19 |
| Table 3.4 Total Variance Explained .....                                   | 20 |
| Table 3.5 Rotated Component Matrix .....                                   | 21 |
| Table 4.1 Distribution of basic characteristics of samples (N = 322).....  | 23 |
| Table 4.2 Descriptive Statistics.....                                      | 24 |
| Table 4.3 Correlation between variables (Pearson correlation matrix) ..... | 25 |
| Table 5.1 Hypothesis Testing .....   | 29 |





# FIGURE CONTENTS

Figure 2.1 Conceptual framework ..... 13

Figure 3.1 Hypotheses ..... 17

Figure 3.2 Scree plot.....21



# Chapter 1 Introduction

## 1.1 Background of the Study

In the increasingly competitive economic environment, private universities in order to get a more long-term, sustainable development, in the emphasis on products and services at the same time, pay more attention to talent, competition between private universities is gradually changing into the competition for talent. Recruitment is the first step to get talents, private universities pay more and more attention to the management of talent recruitment. Reasonable recruitment for the development of private universities has injected new vitality and vitality, efficient recruitment can adjust the organizational structure of the staff, improve the overall quality of the staff, for private universities in the fierce market competition to stand firm, and promote the long-term and healthy development of private universities (Da Wan & Morshidi, 2018).

Private universities recruit excellent and capable employees, can provide development power and source for the development of private universities. Private universities recruiting loose and irresponsible employees will cause great losses to the development of private universities. In the competitive and stimulating economic environment, the complex contradictions caused by the interaction of many uncertain factors make the recruitment and selection of human resources full of risks and hidden dangers, and the unfavorable recruitment will seriously affect the normal operation of the work of private universities and hinder the development of private universities. From a novice candidate to a competent worker, the new entrant, the new force has to undergo multiple trials and tribulations to mature. This is a long process for private universities and an investment in human capital. As long as the investment, there will be risks (Feng, 2019).

In the human resource management of Chinese private universities, the management concept is still in the past stage, and they do not realize that the root of human resource problems lies in the subsequent recruitment management, let alone that recruitment will bring risks, and more people do not realize that the close working relationship with human resource recruitment restricts the development of private universities. Recruitment assessment methods are too simple, hiring decision is usually a leadership responsibility, there is no scientific and effective recruitment interview method, the lack of a scientific and reasonable recruitment process and assessment of professional technology, so that in the following job recruiters and found not match, high staff turnover, hiring is frequent, enterprises continuously develop talent for the competition, some companies are even in legal trouble (Mohammad Ali Rana & Khaled, 2016).

In China, private universities still occupy a very important position, usually distributed in energy, transportation and other fields related to the national economic lifeline. Therefore, once the recruitment risk occurs, it will bring huge losses to the

country, and even lead to the devaluation and loss of Chinese assets. Therefore, Chinese private universities must study and analyze the current situation of human resource management and put forward new development countermeasures to meet the needs of human resource management under the new situation. Only by constantly improving employment mechanism, training, incentive and restraint mechanism, improving the environment of Chinese private universities, enhancing the cohesion of national industry and retaining talents, research maintain our own advantages in the competition of market economy system and give full play to the leading position of Chinese private universities (Willner, 2019).

Qingdao Binhai University, as a powerful private university in Shandong Province, also neglects recruitment risk management in the process of human resources (HR) recruitment. Recruitment risk management is based on the establishment of risk prevention and control mechanism, which is largely dependent on the analysis of risk causes. Recruitment of private universities is a very complex project, and is not an independent work, and its success is affected by a variety of factors. Qingdao Binhai University in the recruitment process of talent identification, recruitment costs, recruitment channels, recruitment response, commitment and employment risks. In view of the existence of recruitment risks in Qingdao Binhai University, the analysis summarizes the reasons leading to the recruitment risks, including the insufficient level of specialization in the prevention and control of recruitment risks, the lack of high-quality recruiters, and the lack of a transparent information sharing mechanism. Therefore, it is of great significance to explore the influencing factors of recruitment risk management in Qingdao Binhai University.

## **1.2 Questions of the Study**

HR recruitment risk management is a complex and systematic research process. Through in-depth analysis and research of the recruitment process, research identifies the factors affecting the risk and put forward corresponding risk response strategies. This paper takes the actual starting point of Qingdao Binhai University's human resources recruitment management, comprehensively analyzes the risk factors existing in the recruitment implementation process of Qingdao Binhai University and the degree of influence of various factors on the enterprise, thus providing a real and reliable basis for the enterprise to carry out human resources recruitment activities effectively.

1. What are the factors influencing the human resource recruitment risk management in Qingdao Binhai University?

2. Do level of professionalization, personnel qualification, information transparency affect the human resource recruitment risk management in Qingdao Binhai University?

### 1.3 Objectives of the Study

Recruitment risk often exists in the process of recruitment, in order to ensure the quality of recruitment and select excellent employees, Qingdao Binhai University should take a series of response and control measures to reduce recruitment risk. Recruitment plans should be actively formulated at the beginning of the recruitment process. The establishment of the recruitment plan must be carried out on the basis of the overall planning of human resources, and it is necessary to listen to the opinions and suggestions of all parties, according to the actual situation of Qingdao Binhai University, straighten out the list of personnel needs, develop the time of the release of the recruitment information, release the recruitment information of the selected channels, determine the recruiting staff, develop the recruitment program and time schedule, and make the cost budget in advance, develop the recruitment program and time schedule. The University has to budget for the expenses in advance, and develop the recruitment advertisement and publicity.

Qingdao Binhai University to do a good job of recruitment, first of all, to establish a good concept of talent. Human resources work is a global and complex work, its work requires the cooperation and assistance of various authorities, human resources management work in the recruitment management, training planning, performance appraisal and salary management and other management departments closely linked. At the same time, all levels of management also bear the responsibility and obligation to train and cultivate subordinate staff, so that the staff also increasingly recognize their own responsibilities and take up the responsibility of self-management and self-restraint. Therefore, human resource work is not only a matter of human resource department, but also a matter of the whole Qingdao Binhai University. The high turnover rate of employees cannot be attributed to the human resource management department. Secondly, the effectiveness of human resource management has a lot to do with the decision-making of the senior management of Qingdao Binhai University. Therefore, combined with the above analysis the purpose of this study is:

1. To explore the factors influencing the human resource recruitment risk management in Qingdao Binhai University.
2. To determine whether level of professionalization, personnel qualification, information transparency affect the human resource recruitment risk management in Qingdao Binhai University.

## **1.4 Scope of the Study**

The scope of this study is Qingdao Binhai University. Other schools are not included in the scope of the study. The subjects of the study are the teachers of Qingdao Binhai University. The teachers need to have more than one year of experience in student management. The study period is from October 20, 2023 to January 20, 2024. A questionnaire was used to collect information during the study. The questionnaire contained two main sections. The first part is the basic information about the survey sample. The second part is about level of professionalization, personnel qualification, information transparency and so on.

## **1.5 Significance of the Study**

The comprehensive risk management model of private universities proposes that risk is not only a management system process that can be applied, but also a management system that runs through the entire management process. This form of comprehensive risk management also guides the way for the organization of human resource risk management. Recruitment in Qingdao Binhai University is the main function of human resource management, which is an important way to replenish the talents of the enterprise, and it is also an important part of the human resource work. According to the description of risk management theory, recruitment of private universities is the main work of human resource management in private universities, and it is the main way to replenish personnel in private universities (Williamson, 2021). As the recruitment process of private universities is interlocked, each link has a key role, and if one of the links has problems, it will affect the overall recruitment process. Although the current admissions system at Qingdao Binhai University continues to mature and evolve, there are still many risks involved in the process from preparation to execution to final acceptance. In order to better identify the risk factors and control them effectively, the research on the recruitment risk of private universities, especially private universities, which are developing in the ever-changing economic environment, is still incomplete (Fama & Jensen, 2022). Based on the risk management theory, this study combines the recruitment status quo of Qingdao Binhai University, conducts in-depth research on the influencing factors of recruitment risk, analyzes and digs into the risk factors and formation reasons of corporate recruitment, and explores the risk avoidance and solution strategies, so as to enrich the practicability of the current theory of recruitment risk management to a certain extent.

In this study, whether the recruitment risk problems faced by Qingdao Binhai University in the recruitment work can be solved and the extent of the solution are the validity problems related to the sustainable development of the enterprise, as well as the realistic problems faced in the process of enterprise development. Based on this, this study analyzes the factors affecting the recruitment risk management of Qingdao Binhai University, finds the problems existing in the recruitment process of the

enterprise combined with the theory of comprehensive risk management, identifies the recruitment risk factors of the enterprise, and puts forward the countermeasures to prevent the risks after the risk analysis and risk evaluation, so as to reduce the chances of occurrence of the risks and alleviate the adverse effects of the risks on the recruitment work (Demsetz & Lehn, 2023), and even more so, it can reduce the risks of the recruitment work, and also reduce the risks of the recruitment work. This can reduce the chances of risk occurrence, mitigate the negative impact of risk on recruitment, and improve the quality of talent recruitment and the efficiency of recruitment. Meanwhile, researchers also expect that the research on recruitment risk management of Qingdao Binhai University can provide useful reference for the research on recruitment risk management of private universities (Klein et al., 2020).

## 1.6 Conceptual and Operational Definition

**Level of professionalization:** The level of specialization refers to the level of professional knowledge and skills of professionals engaged in human resources recruitment. A high level of specialization enables professionals to better identify and assess risks in the recruitment process and take appropriate measures to manage and respond to them. The level of professionalization usually requires systematic training and continuous learning to keep up with industry developments and changes in best practices.

**Personnel Qualification:** includes the quality of recruiters and candidates. For recruiters, they need to have a high level of professionalism, communication, analytical and decision-making skills to effectively manage recruitment risk. As for candidates, their quality is also one of the important factors affecting recruitment risk. Recruiters need to ensure that the recruited personnel have the right qualities and abilities for the position through effective screening and assessment, so as to reduce the recruitment risk.

**Information Transparency:** refers to the degree of openness and transparency of information in the recruitment process. Information transparency can improve the fairness and transparency of recruitment, reduce the risk of information asymmetry, and at the same time enhance the candidate's trust in the organization. Information transparency includes the clear description of recruitment positions, the openness and transparency of the recruitment process, and the provision of timely feedback to candidates.

**Human resource recruitment risk management** refers to a series of preventive, responsive and control measures taken by an organization in response to various risks and challenges that may arise during talent recruitment, in order to minimize possible negative impacts in the recruitment process and ensure the successful recruitment of talent that meets the needs and requirements of the organization. This kind of

management involves the comprehensive consideration and management of the recruitment process, recruitment standards, recruitment tools and the selection of recruiters. It aims to improve the efficiency, accuracy and legitimacy of recruitment, reduce the risk of hiring, and provide suitable human resources to support the development and achievement of the organization's goals.



# Chapter 2 Literature Review

## 2.1 Introduction

The literature review of this study is based on Risk Management Theory to analyze the influencing factors of human resource recruitment risk management in Qingdao Binhai University. Through the literature review, influencing factors of human resource recruitment risk management in Qingdao Binhai University are clarified. Based on the analysis and conclusions of related studies, the conceptual model of this study is constructed to determine the relationship between level of professionalization, personnel qualification, information transparency and human resource recruitment risk management in Qingdao Binhai University.

## 2.2 Literature Review

### 2.2.1 Risk Management

The so-called risk refers to the possibility that an event or activity will deviate from the expected goal under specific environmental conditions, due to the uncertainty of the environment, the finiteness and variability of the subject, and the complexity of the object. Risk is generally composed of three parts: event, probability and consequence. Event refers to the occurrence of errors or unexpected benefits of specific matters; probability refers to the identified events in the actual operation of the possibility of occurrence; consequences refers to the identified events actually occur after the magnitude of the impact or loss (Demsetz & Lehn, 2023).

Risk has two characteristics: one is extensive. That is, the risk exists widely in all aspects of social and economic life. That is to say, in real life, the uncertainty of a large number of factors, the risk of ubiquitous and pervasive. Second, the unity of predictability and unpredictability. Predictability means that individuals can foresee that certain consequences will occur; unpredictability means that individuals cannot foresee when certain consequences will occur, in what way they will occur, and how great the impact will be after they occur (Klein et al., 2020).

### 2.2.2 Recruitment Risk Concept

Recruitment risk is an internal decision-making and management risk. Recruitment risk occurs when mismanagement leads to business failure. Recruitment errors, so that the enterprise cannot recruit good employees or recruit loose irresponsible employees will affect the economic efficiency of the enterprise, so that



the enterprise suffers losses (Fama & Jensen, 2022).

Recruitment risk refers to the possibility that the recruitment of unqualified employees due to recruitment decision errors, resulting in corporate losses. Its main features are: First, the recruiter and the candidate's behavior is inappropriate. Recruiters "cronyism" selection of talent, candidates "provide false information" fraud, resulting in corporate recruitment behavior deviates from the rational track, which heralds the advent of corporate recruitment risk (Hofmann & Scordis, 2020). At the same time, the level of personal quality, ability level of size, personal subjective will of the participation will directly affect the probability and degree of enterprise recruitment risk; Second, long-term. The hidden and latent nature of the risk determines the long-term existence of corporate recruitment risk. Gathered to a certain extent to show the outbreak; Third, the impact. Enterprise recruitment risk is always in constant dynamic change, and the possibility of radicalization and amplification of various types of risk, making the enterprise to bear the risk, suffer losses. Different forms of corporate recruitment risk (Fama & Jensen, 2022; Hofmann & Scordis, 2020).

High-risk type I enterprise strength is not strong enough, the recruitment ability is not strong. The lack of long-term reasonable planning in the early stage, the recruitment process to recruit personnel of low quality, the late departure of employees triggered by economic losses, which is typically characterized by job vacancies, frequent personnel changes, poor working ability of employees, so that the enterprise human resources system suffered a serious injury (Dionne, 2022). Risk-based mismatch is its typical characteristics. Including two categories, one is risk type II, that is, the enterprise due to their own reasons or improper recruitment work or the strength of the recruitment to the business ability of the staff but cannot play its value, no use. Its typical characteristic is "high consumption of talent, high departure rate"; Second, risk type III, that is, the enterprise recruited employees are not qualified, the value of the position cannot be realized, affecting the operational efficiency of the enterprise. Reasonable type IV enterprises to develop a complete talent demand plan, the reasonable introduction of talent, the introduction of suitable posts for the enterprise suitable talent, belonging to the ideal state of man-post matching (Fama & Jensen, 2022).

### **2.2.3 Risk Management Theory**

#### **(1) Definition of Risk Management Theory**

Under certain conditions, due to the limitations of the subject of differentiation, the complexity of the object, and the non-determinism of the environment or the event, it may happen that a certain event or activity does not correspond to the expected goal, and the possibility of such a discrepancy is the risk (Dionne, 2022). That is to say that individuals do not want the possibility of the consequences of activities or events. Specifically, the risk should generally have the following elements: activities or events

(unwanted changes); the uncertainty of the event; the impact of the risk (consequences); the cause of the risk. Risk management is the management process of reducing the risk of a project or business, minimizing it is its goal (Fägersten, 2015). It is through the recognition, identification, assessment and analysis, evaluation of risk, and then take the appropriate management approach, proactive, planned, purposeful management of risk, to minimize the cost to meet the maximum benefit of management methods. Analyzed superficially, risk management is to manage the risks in the production activities or behaviors of enterprises or projects. Analyzed deeply, risk management refers to the subject's assessment, control, implementation and supervision of risks through the identification of risks, analysis of risks, evaluation of risks and other work, in order to achieve the reduction of the degree of impact of risk losses and reduce the negative impacts brought about, in order to complete and achieve the expected goals of production and operation (Giambona et al., 2018).

## (2) Level of professionalization

The level of specialization refers to the level of professional knowledge, skills and experience possessed by professionals engaged in HR recruitment. High-level professionals usually have richer HR recruitment experience and professional knowledge, and are able to identify potential recruitment risks more accurately. They are able to identify various risks in the recruitment process through their in-depth understanding of market trends, laws and regulations, and industry standards, including but not limited to improper selection of recruitment channels, mismatch of candidates' qualifications, and untrue information. Highly qualified professionals are able to assess the risks in the recruitment process in a more comprehensive manner, and are able to quantify and analyze these risks scientifically. Based on their rich case experience and professional knowledge, they can identify the probability of various risks, the degree of impact and countermeasures, so as to more effectively formulate recruitment strategies and risk management plans (Thomas et al., 2009).

Highly qualified professionals have a stronger ability to deal with risks. They are able to take timely measures in the recruitment process to respond to unexpected risk events and reduce the negative impact of risks on the organization. For example, if they find that the candidates' qualifications do not match or the information is untrue, they are able to adjust the recruitment process or take other measures in a timely manner in order to minimize the hiring risks brought about by this. Highly qualified professionals are able to effectively manage recruitment risks and improve the efficiency and quality of the recruitment process. They are able to optimize the recruitment process through scientific methods and professional skills, improve the accuracy of candidate screening, and ensure that the recruited talent meets the needs and requirements of the organization, so as to provide continuous human resources support for the development of the organization. The level of specialization plays a crucial role in the study of the influencing factors of HR recruitment risk management in Qingdao Binhai University. High-level professionals can effectively identify, assess and respond to various

recruitment risks, improve the efficiency and quality of recruitment, reduce the risk of hiring, and provide strong support for the development of the organization and the achievement of its goals (Hui et al., 2013).

### (3) Personnel Qualification

Under the theory of risk management, personnel quality refers to the comprehensive performance of the personnel engaged in recruitment work in terms of ability, quality and character. High-quality personnel tend to have strong insight and analytical ability, and are able to identify potential recruitment risks more keenly. They are able to accurately identify various potential risk factors, including the selection of recruitment channels and the authenticity of candidates' qualifications, through a comprehensive understanding of the recruitment process and a comprehensive assessment of candidates. Highly qualified personnel are able to more comprehensively and accurately assess various risks in the recruitment process (Erhard et al., 2018). They can scientifically analyze and evaluate the possibility, impact and response strategies of risks from multiple perspectives, providing strong support for the development of effective risk management strategies.

High-quality personnel have stronger ability to deal with risks. They are able to quickly take appropriate measures and response strategies according to the characteristics and degree of risk in order to reduce the negative impact of risk on the organization. For example, when the information provided by a candidate is found to be untrue, they are able to adjust the recruitment process or take other measures in a timely manner in order to minimize hiring risks. Highly qualified personnel are able to effectively manage the recruitment process and improve the efficiency and quality of recruitment. They are able to optimize the recruitment process through scientific methods and professional skills, improve the accuracy of candidate screening, and ensure that the recruited talent meets the needs and requirements of the organization so as to provide continuous human resource support for the development of the organization. Personnel quality has an important role and significance in HR recruitment risk management. High-quality personnel can improve the effectiveness of risk management, reduce the risk of hiring, and provide strong support for the development of the organization. Therefore, organizations should pay attention to the training and improvement of personnel quality to ensure that the recruitment risk management can be effectively implemented and executed (Belyaeva et al., 2018).

### (4) Information Transparency

Under the theory of risk management, information transparency has an important role and significance in the field of human resource recruitment. Information transparency refers to the open and clear presentation of relevant information in the recruitment process to ensure the fairness, transparency and traceability of recruitment activities. Information transparency helps to ensure that the recruitment process is fair and that all candidates compete on the basis

of equal information. By clearly publicizing the duties, requirements and conditions of the recruitment position, as well as the various aspects of the recruitment process, information asymmetry can be avoided and equal opportunities can be ensured for all applicants. This helps to reduce unfairness caused by opaque information and reduces potential legal risks. (Işgın, 2017) Information transparency helps reduce the risk of candidates providing false information. When information is clearly presented in the hiring process, candidates are more inclined to provide truthful and accurate information, as false information may lead to elimination and may face other potential legal liabilities if revealed. A transparent information process can reduce the room for manipulation of information and increase its credibility.

Transparent information helps to increase candidates' trust in the organization. When information about the recruitment process is presented clearly and transparently, candidates are more likely to understand the fairness and transparency of the recruitment activities and thus trust the organization more. This helps to attract more suitable candidates to submit their resumes and builds a good image for the organization. Information transparency helps reduce the risk of disputes in the recruitment process. If the relevant information in the recruitment process is clearly presented, including interview evaluation criteria, recruitment criteria, etc., it is easier to find a clear basis for subsequent recruitment disputes and reduce the risk of disputes caused by opaque information (Liew, 2019). Transparent information helps to improve the efficiency of recruitment management. A clear and transparent information process can reduce communication costs, avoid inaccurate or missing information transmission, make the recruitment process more efficient and rapid, and reduce delays and confusion caused by opaque information. Information transparency plays a crucial role under risk management theory. By ensuring the fairness, transparency and traceability of the recruitment process, it can effectively reduce all kinds of risks in the recruitment process, safeguard the rights and interests of the organization and candidates, and improve the overall recruitment quality and effectiveness.

### **2.3 Research Relevant**

Risk management, as an emerging management discipline, originated in the United States in the 1930s. At the beginning, it mainly wanted to rely on insurance means to cope with the attack of the financial storm at that time. After 1938, on the basis of the relevant practice, American enterprises summed up some practical experience and began to adopt scientific methods for risk control. (AlBahar & Crandall, 1990) In the 1950s, the theory of risk management was gradually standardized and formed into a discipline, and it was only then that the concept of systematic risk management appeared. With the enterprise development strategy being academic, human resource management was combined with the development strategy. More and more scholars focus on human resource recruitment risk management. Scholars believe that in order to reduce the risk of human capital recruitment, internal human resource training should be strengthened, and emphasize that mobilization or internal training should be adopted to meet the reasonable allocation of human resources, and external recruitment should be carried out only when the internal talent fails to meet the demand.

Recruitment risk is an important risk of human resource management. Enterprises should view recruitment risk from a strategic perspective and manage and control it. When an enterprise faces great market competition and technological change, hiring employees from the external labor market brings a higher return on investment than training employees within the company, so it can be taken in slow-growing industries. The process of linking the cost of human capital and investment policy reveals an unbreakable relationship between investment risk and the cost of human capital measured by the average salary of employees, especially when employees have a strong bargaining power (Akamatsu et al., 2010).

In terms of the identification and prevention of recruitment risk, scholars' first research was mainly focused on the life and health crisis of people in underdeveloped countries. It is only in recent years that the enterprise human resource crisis has been gradually studied as an independent field (Prochaska & Velicer, 2017). In order to adapt to different job requirements, different and complete recruitment assessment systems should be designed for different levels of recruiters. Under the guidance of comprehensive risk management theory, it is proposed that enterprises should combine recruitment with the overall operation and management of the enterprise from a larger level, i.e., from a strategic perspective, to analyze the factors of recruitment risk in more depth, and to control or reduce the occurrence of recruitment risk. Risk management theory should be introduced into the recruitment process, and the day should utilize the strategies of risk management theory to mitigate the probability of occurrence and the degree of impact of recruitment risk (Fusar-Poli et al., 2015). Before recruiting and hiring, in order to better help companies screen talent and reduce recruitment risk, it is necessary to conduct background checks on candidates, and the content of the back testing should include the candidates' educational experience, work experience, personal qualities and so on. Careful selection of managers can lead to effective crisis management, as they can react promptly to any changes in the environment and come up with quick and flexible coping strategies.

Scholars propose a methodology to prevent HR risks by integrating the various aspects of HR such as types of HR risks, importance of levels, profiles, expected losses from risks, and actions for HR risk management. The methodology consists of five stages: preparation, analysis, planning, organization, and control. The results are validated by continuous feedback from peers, based on the experience of experts who have acted as consultants and managers in international projects. The second focuses on the sources of risk associated with the digital transformation of an organization, including work model configuration choices, employee recruitment and hiring, and work planning, to more effectively identify risks associated with work and human resources (Ogawa et al., 2018). Risk modeling is used to try to identify the determinants of hiring risk, defined and categorized results to reduce the risk of hiring recruitment and help to mitigate the negative impact of hiring. The analysis of risk management strategies in organizations develops a new theoretical framework: The first one constructs a theoretical model linking risk management to sustainability management, and the second one is an operational framework for multidimensional risk assessment, which can be used at different levels of analysis (business, competitive scenarios and systems). Finally, the model provides a sustainability assessment of recruitment risks from the

perspective of the Sustainable Development Goals (Korver et al., 2012).

## 2.4 Conceptual Framework

In this study, in order to fully analyze the influencing factors of human resource recruitment risk management in Qingdao Binhai University. The independent variables in the model include level of professionalization, personnel qualification, information transparency; the dependent variable is human resource recruitment risk management. The relationship between the variables was determined by constructing the model. The above analysis summarizes the conceptual framework of this study. As shown in Fig2.1.

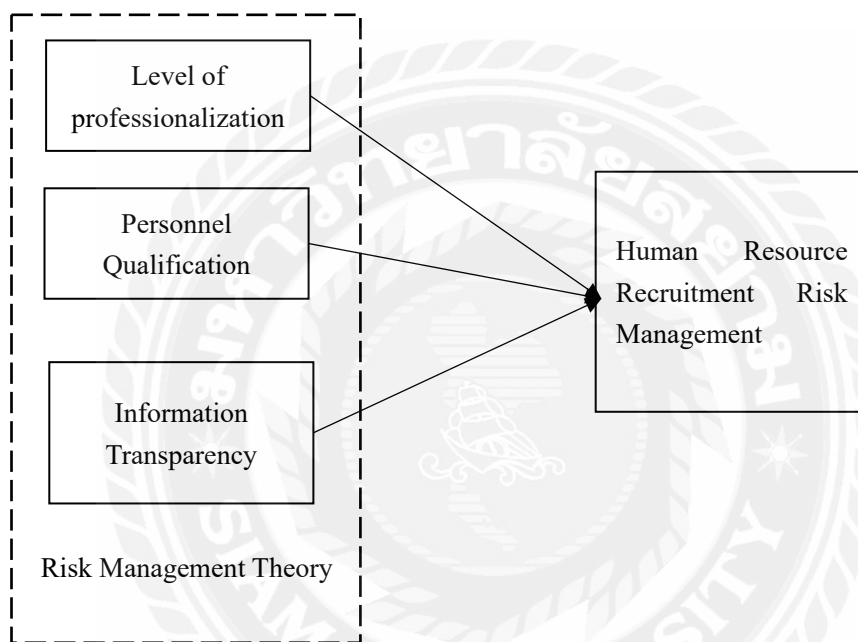


Figure 2.1 Conceptual framework

## **Chapter 3 Research Methodology**

### **3.1 Introduction**

The quantitative method was adopted in this study. This study focuses on the influencing factors of human resource recruitment risk management in Qingdao Binhai University. Combined with risk management theory, the independent variables in the research model are level of professionalization, personnel qualification, information transparency, and the dependent variable is human resource recruitment risk management. In order to improve the rigor and scientificity of this study, before collecting information the design of human resource recruitment risk management in Qingdao Binhai University's data and information on variables are unified as a reference to develop a proven questionnaire. The research population and specific sample size were determined according to the purpose of the study, and the data collection was done by mail. The reliability and validity of the collected data need to be analyzed before analyzing the relationship between variables and hypothesis testing. The reliability of the data was judged by Cronbach's alpha. Validity was judged by Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO). and Bartlett's Test of Sphericity were judged. This study conducted a survey to collect data. Sample data was collected using Likert 5-point scale.

### **3.2 Research Design**

The quantitative research was used in the course of this study. The influencing factors of influencing factors of human resource recruitment risk management in Qingdao Binhai University is taken as the research object. According to Risk Management Theory, the important factors affecting human resource recruitment risk management include three aspects which are level of professionalization, personnel qualification, information transparency.

In the questionnaire design process, Level of professionalization designed six questions, mainly related to the role of the professionalization level of talent recruitment, Personnel Qualification designed six questions, mainly related to the impact of the quality of personnel on the quality of recruitment results, Information Transparency designed six questions, mainly related to the impact of the level of information transparency on the recruitment management wind line. Six questions were designed for Information Transparency, mainly related to the impact of the level of information transparency on the recruitment management wind line. four questions were designed for Human Resource Recruitment Risk Management, mainly related to risk control. The corresponding question items were designed for each variable and the items were coded as shown in Table 3.1.

Table 3.1 The resource recruitment risk management measurement item

| Variable                     | Measurement item   | NO. |
|------------------------------|--|-----|
| Level of professionalization | 1. do you think the level of specialization plays an important role in reducing the recruitment risk in the field of HR recruitment in Qingdao Binhai University?                                    | Q1  |
|                              | 2. do you think that in the current recruitment process, the level of specialization has a positive impact on the standardization and standardization of the recruitment process?                    | Q2  |
|                              | 3. do you think that recruiters with a high level of specialization are able to more accurately assess the abilities and qualities of candidates, thus reducing the likelihood of recruiting errors? | Q3  |
|                              | 4. do you think that a high level of professionalism has a positive impact on the training and development of recruiters?  | Q4  |
|                              | 5. Do you think that recruiters with a high level of specialization are better able to deal with emergencies and solve problems in the recruitment process?  | Q5  |
|                              | 6. Do you think that improving the professionalism of recruiters can effectively improve the efficiency and quality of recruitment?  | Q6  |
| Personnel Qualification      | 1. do you think that in the field of HR recruitment in Qingdao Binhai University, high quality recruiters can better cope with all kinds of challenges and risks in the recruitment process?         | Q7  |
|                              | 2. Do you think highly qualified recruiters are better able to accurately assess candidates' abilities and qualities and reduce the risk of recruitment mistakes?                                    | Q8  |
|                              | 3. Do you think highly qualified recruiters are better equipped to solve problems in the recruitment process?  | Q9  |
|                              | 4. do you think that improving the quality of recruiters can improve the efficiency of the whole recruitment process?  | Q10 |
|                              | 5. do you think the quality of recruiters has a significant impact on the quality of recruitment results?  | Q11 |
|                              | 6. do you think that quality recruiters are better able to maintain the image and reputation of the organization?  | Q12 |
| Information Transparency     | 1. do you think a higher degree of information transparency will improve the fairness and transparency of the recruitment process in Qingdao Binhai University?                                      | Q13 |
|                              | 2. Do you think information transparency can reduce the risk of candidates providing false information?  | Q14 |
|                              | 3. do you think that information transparency can increase candidates' trust in the organization?  | Q15 |
|                              | 4. do you think information transparency can help reduce the risk of disputes in the recruitment process?  | Q16 |



| Variable                                   | Measurement item  | NO. |
|--|---|-----|
|  | 5. do you think that increasing the level of information transparency can improve the efficiency of the recruitment process?                | Q17 |
|  | 6. do you think information transparency has a positive impact on maintaining the reputation and image of the organization?                 | Q18 |
| Human Resource Recruitment Risk Management | 1. How do you think the level of specialization affects the risk management of HR recruitment in Qingdao Binhai University?                 | Q19 |
|  | 2. How do you think the quality of personnel affects the risk management of HR recruitment in Qingdao Binhai University?                    | Q20 |
|  | 3. What do you think about the influence of information transparency on the risk management of HR recruitment in Qingdao Binhai University? | Q21 |
|  | 4. How do you think the recruitment process affects the risk management of HR recruitment in Qingdao Binhai University?                     | Q22 |

### 3.3 Population and Sampling

The scope of this study is Qingdao Binhai University. Other schools are not included in the scope of the study. The subjects of the study are the teachers of Qingdao Binhai University. The teachers need to have more than one year of experience in student management. The questionnaire contained two main sections. The first part is the basic information about the survey sample. The second part is about level of professionalization, personnel qualification, information transparency, human resource recruitment risk management. Therefore, the random sampling method is used for sample selection, of which the sample size is based on the calculation.

$$N = \frac{r^2 * \rho(1 - \rho)}{\beta^2}$$

Calculated by the sample formula, collect data values for the quartile of the standard normal distribution, for the confidence level generally take the value of 95%.  $\rho$  is the sample standard deviation, the sample standard deviation of the estimated value of the standard deviation of the sample is generally used 0.5, to determine the margin of error  $\beta$  (i.e., the maximum permissible value of the difference between the sample mean and the overall mean),  $\beta = 0.05$ . The formula gives a sample size of 389.16, so the sample size is at least 390. For the random sampling method, an online survey will be conducted using Questionnaire Star for questionnaire distribution, and the sample will be drawn randomly from the overall population.

### 3.4 Hypothesis

According to the literature review and related theory analysis, the study constructs a research model to elaborate the interrelationship between each variable. The influencing factors of human resource recruitment risk management in Qingdao Binhai University are level of professionalization, personnel qualification, information transparency. The independent variables in this study are level of professionalization, personnel qualification, information transparency. The dependent variable is human resource recruitment risk management. The relationship between variables is set through hypotheses. Therefore, hypotheses are formulated:

H1: Level of professionalization has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University.

H2: Personnel qualification has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University.

H3: Information transparency has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University.

Combined with the above analysis, the hypothesis model of marketing factors of human resource recruitment risk management in Qingdao Binhai University is constructed, and the interrelationship between each variable is confirmed. See figure3.1.

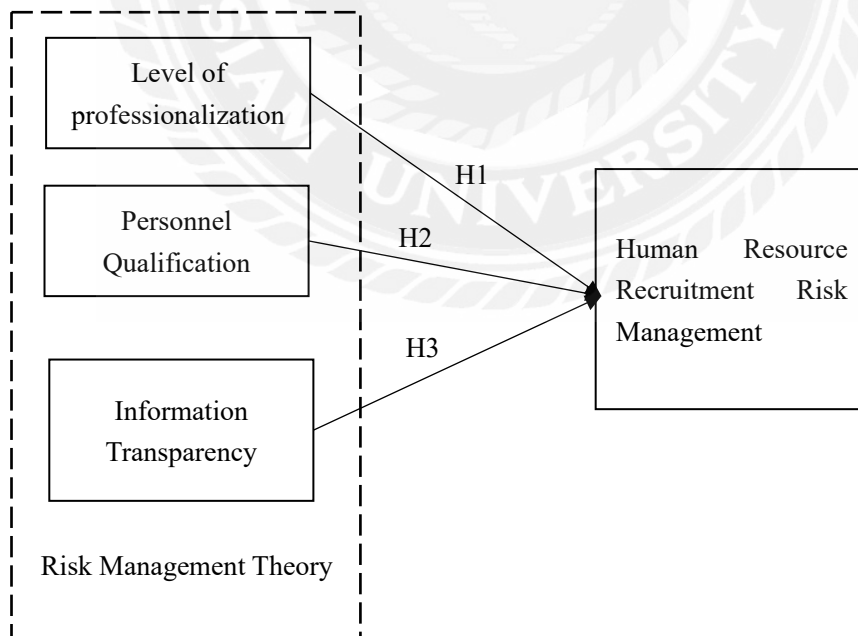


Figure 3.1 Hypotheses

### **3.5 Data Collection**

The data collection for this study was mainly conducted through the Personnel Office of the Qingdao Binhai University, which was provided with a list of the faculty and staff of the University. Based on the list, each faculty member was numbered to ensure that everyone had an equal chance of being selected. Using a random number generator, a certain number of faculty members were randomly selected from the list to form the study sample. Based on the sample drawn, the selected faculty members were contacted via e-mail. The faculty members were informed of the purpose and importance of the study and the contribution of their participation. Clear survey instructions and a confidentiality statement were provided to ensure that the privacy of the participants was protected. To increase participation, provide incentives such as a commitment to participate in feedback on the results of the study. Ensure that questionnaires or interviews are designed to be concise and minimize the burden on participants. Distribution time: October 10, 2023 to January 10, 2024. After counting, 390 electronic questionnaires were distributed and 322 valid questionnaires were recovered, with a recovery rate of 82.56%.

### **3.6 Data Analysis**

#### **3.6.1 Reliability**

Reliability is used to test whether a sample of scales in a questionnaire is reliable and trustworthy. It is commonly referred to as whether the research sample answered the questions truthfully, to test whether the respondents answered the questions properly, and specifically, the degree of consistency of the results obtained when repeated measurements are taken on the research subjects using the questionnaire. Cronbach's coefficient is the most commonly used measure of reliability. The higher the value of this coefficient, the better the reliability of the questionnaire, and generally speaking, Cronbach's alpha coefficients greater than 0.7 are acceptable.

The Cronbach's alpha coefficient of level of professionalization is 0.900, the Cronbach's alpha coefficient of personnel qualification is 0.901, the Cronbach's alpha coefficient of information transparency is 0.891, and the Cronbach's alpha coefficient of human resource recruitment risk management is 0.842. All of them are in the range of 0.8~0.901, which indicates that the reliability of this paper's questionnaire is better, and then the validity can be further analyzed. This indicates that the reliability of the questionnaire of this survey study is very good, as shown in Table 3.2.

Table 3.2 Variate reliability test

| Variate                                    | Cronbach's Alpha | N of Items |
|--|------------------|------------|
| Level of professionalization               | 0.900            | 6          |
| Personnel Qualification                    | 0.901            | 6          |
| Information Transparency                   | 0.891            | 6          |
| Human Resource Recruitment Risk Management | 0.842            | 4          |

### 3.6.2 Validity

After the reliability is not a problem, the next thing to be analyzed is the validity of the questionnaire. The validity analysis is to study whether the design of the questionnaire questions is reasonable, that is, the extent to which the test is able to measure the real level of the subject. Good validity means that the internal consistency of the data of the questionnaire is good, that is to say, the selection of all the questions of each dimension is basically the same, and the dimensional division is good. The validity analysis of the questionnaire is based on principal component factor analysis, which is realized by comparing whether the factor loading coefficients of the items are optimal in the same principal component. The KMO value is more than 0.6 (correlation exists) and  $P < 0.05$  (significant), which is in line with the requirements of the factor analysis, and the cumulative variance explained rate is more than 50%, and the factor loading coefficients of the questions in the corresponding factors are more than 0.4, and no serious deviation in the relationship between the questions and factors. Correspondence with serious deviation common degree of greater than 0.4.

Firstly, the KMO test results, the value of KMO is 0.926, which indicates that there is a correlation between the variables of the question items. The results of the Bartlett's spherical test, the significance of the P-value of  $0.000^{***} < 0.05$ , the level of the presentation of significance, and therefore can be carried out factor analysis.

Table 3.3 KMO and Bartlett's Test

|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | 0.926    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 3338.747 |
|  | df                 | 153      |
|  | Sig.               | 0.000    |

The variance interpretation table mainly looks at the contribution rate of the factor to the variable interpretation, in general, the contribution rate of the factor to the variable interpretation is taken to the number of principal components corresponding to the characteristic root of the variable interpretation is lower than 1, and it should be expressed to more than 50%, or else the factor data should be adjusted. In the variance explanation table,

when the number of principal components is 3, the characteristic root of variable explanation is more than 1, and the cumulative variance explanation rate is 0.668, which can basically extract the information of questionnaire items. As table 3.4

Table 3.4 Total Variance Explained

| <b>Total Variance Explained</b> |                     |              |                                     |               |              |                                   |               |              |
|---------------------------------|---------------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component                       | Initial Eigenvalues |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|                                 | % of Variance       | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1                               | 39.462              | 39.462       | 7.103                               | 39.462        | 39.462       | 4.093                             | 22.741        | 22.741       |
| 2                               | 16.799              | 56.262       | 3.024                               | 16.799        | 56.262       | 4.068                             | 22.600        | 45.341       |
| 3                               | 10.583              | 66.845       | 1.905                               | 10.583        | 66.845       | 3.871                             | 21.504        | 66.845       |
| 4                               | 3.266               | 70.111       |                                     |               |              |                                   |               |              |
| 5                               | 2.887               | 72.997       |                                     |               |              |                                   |               |              |
| 6                               | 2.762               | 75.759       |                                     |               |              |                                   |               |              |
| 7                               | 2.599               | 78.358       |                                     |               |              |                                   |               |              |
| 8                               | 2.529               | 80.887       |                                     |               |              |                                   |               |              |
| 9                               | 2.455               | 83.342       |                                     |               |              |                                   |               |              |
| 10                              | 2.349               | 85.691       |                                     |               |              |                                   |               |              |
| 11                              | 2.205               | 87.896       |                                     |               |              |                                   |               |              |
| 12                              | 2.181               | 90.077       |                                     |               |              |                                   |               |              |
| 13                              | 2.098               | 92.175       |                                     |               |              |                                   |               |              |
| 14                              | 1.900               | 94.075       |                                     |               |              |                                   |               |              |
| 15                              | 1.796               | 95.871       |                                     |               |              |                                   |               |              |
| 16                              | 1.488               | 97.359       |                                     |               |              |                                   |               |              |
| 17                              | 1.401               | 98.760       |                                     |               |              |                                   |               |              |
| 18                              | 1.240               | 100.00       |                                     |               |              |                                   |               |              |

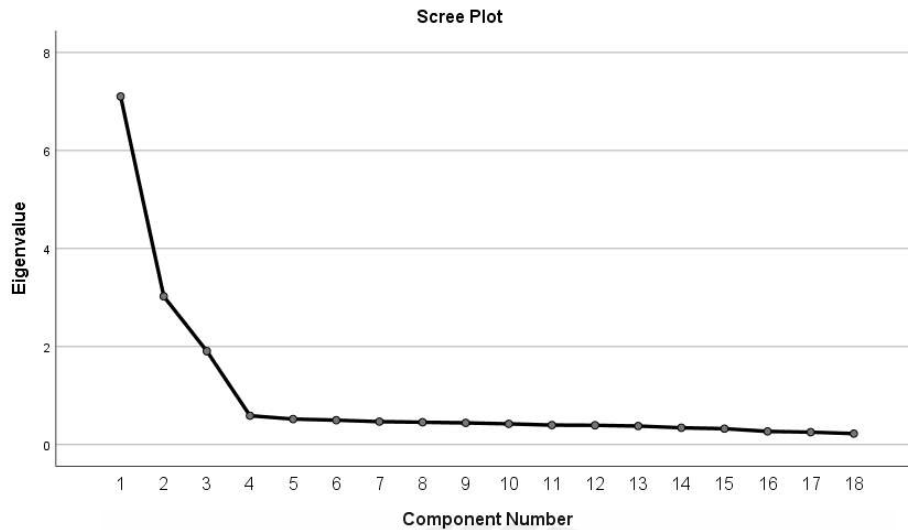


Figure 3.2 Scree plot

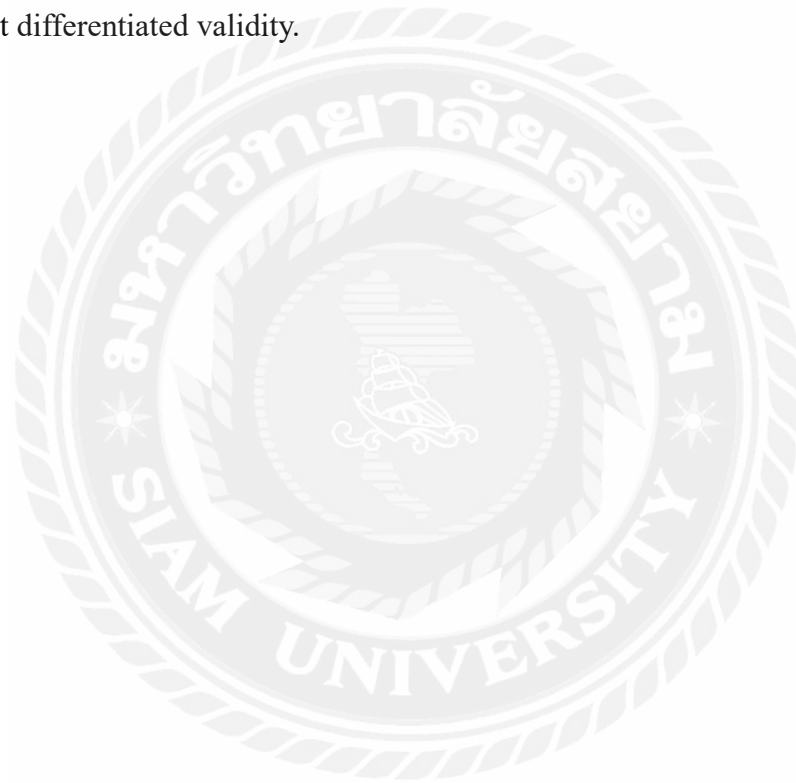
The function of the gravel plot is to identify the number of factor principal components to be selected based on the slope of the eigenvalue decline. The Eigen roots level off after 3, but the questionnaire itself is set to have 3 scales, so the number of factor principal components is set to 3.

Table 3.5 Rotated Component Matrix

|     | 1     | 2     | 3     | Extraction |
|-----|-------|-------|-------|------------|
| Q1  |       | 0.848 |       | 0.735      |
| Q2  |       | 0.811 |       | 0.675      |
| Q3  |       | 0.770 |       | 0.635      |
| Q4  |       | 0.794 |       | 0.686      |
| Q5  |       | 0.788 |       | 0.668      |
| Q6  |       | 0.766 |       | 0.625      |
| Q7  | 0.870 |       |       | 0.797      |
| Q8  | 0.781 |       |       | 0.648      |
| Q9  | 0.764 |       |       | 0.644      |
| Q10 | 0.788 |       |       | 0.664      |
| Q11 | 0.787 |       |       | 0.655      |
| Q12 | 0.784 |       |       | 0.661      |
| Q13 |       |       | 0.725 | 0.662      |
| Q14 |       |       | 0.764 | 0.646      |
| Q15 |       |       | 0.754 | 0.649      |
| Q16 |       |       | 0.772 | 0.659      |
| Q17 |       |       | 0.777 | 0.664      |
| Q18 |       |       | 0.783 | 0.661      |

Each variable can be expressed in terms of a common factor, the size of its

expression is the extraction of the common factor in the variance table, the larger the value of the extraction indicates that the variable can be expressed by the common factor the better, generally greater than 0.4 that can be said to be expressed. The factor analysis findings must be attainable as well as important for each factor. The rotation of the factor weighting matrix emphasizes the connection between the initial variables and the factors, as every indicator has a higher loading on exactly a single factor that is common and a lower weighting on the other associated factors. Additionally, the factors were flipped to more clearly group each raw component. The maximum variance approach was used to rotate the formation matrix to ensure that there is no asymmetry in the questions that are determined for every variable, and a maximum amplitude was calculated. Through the results of Table 3.5, it can be learned that a total of three factors were extracted, and each variable has a large loading on only one common factor, while the loadings on the other common factors are small, which indicates that each variable has a better but differentiated validity.



## Chapter 4 Findings

### 4.1 Introduction

Through the questionnaire collected, 390 electronic questionnaires were distributed and 322 valid questionnaires were recovered, with a recovery rate of 82.56%. The data collection was found to have good reliability and validity. Descriptive statistical analysis of the collected data through SPSS software, explaining the basic situation of the survey sample, including the gender distribution of the survey sample, age distribution and income status. The correlation analysis of each variable of level of professionalization, personnel qualification, information transparency is done to understand the correlation between each variable and to determine that there is no covariance between each variable. Collecting the data by correlation analysis to know, need to regress the data to determine whether the assumptions between each independent variable and the dependent variable are valid or not, to verify the assumptions, and finally to draw conclusions.

### 4.2 Description of Statistical Variables

Table 4.1 Distribution of basic characteristics of samples (N = 322)

| Item      | Options                         | Frequency | Percent% |
|-----------|---------------------------------|-----------|----------|
| Gender    | Male                            | 161       | 50.0     |
|           | Female                          | 161       | 50.0     |
| Age       | Under 30                        | 100       | 31.1     |
|           | 30-50                           | 108       | 33.5     |
|           | Over50                          | 114       | 35.4     |
| Education | High school and below           | 85        | 26.4     |
|           | Bachelor's degree               | 82        | 25.5     |
|           | Master degree                   | 69        | 21.4     |
|           | Higher than the Master's degree | 86        | 26.7     |
| Position  | Operation                       | 98        | 30.4     |
|           | Lecturer/instructor             | 101       | 31.4     |
|           | Other                           | 123       | 38.2     |
| Tenure    | Less than 1 year                | 71        | 22.0     |
|           | 1-2 years                       | 50        | 15.5     |
|           | 3-5 years                       | 81        | 25.2     |
|           | 6-7 years                       | 61        | 18.9     |
|           | More than 7 years               | 59        | 18.3     |
| Total     |                                 | 322       | 100.0    |



In the survey, 322 valid questionnaires were collected. By organizing and analyzing the data of the study, for the gender aspect of the survey, it was obtained that the sample of the study was 161 males, accounting for 50%, and 161 females, accounting for 50%. The age, education level, job position and work experience of the sample were investigated and analyzed in the study. As shown in Table 4.1. The sample as a whole met the statistical requirements. Descriptive statistics are derived from survey data. Descriptive statistical analysis is the process of describing, arranging, and displaying data to better understand its properties and distribution. The first step in descriptive statistical analysis is to determine the overall character of the data collection. This comprises the data set's size, the number of variables, as well as the context and goal of data collection. Descriptive statistical analysis aids in better understanding the data, detecting outliers, exploring data features, and preparing for subsequent statistical inference and modeling. It is the first phase in data analysis and is typically carried out immediately following data collection to verify data quality and trustworthiness. Descriptive statistical studies are the foundation of data analysis, providing a comprehensive perspective and laying the groundwork for inferential analyses, see Table 4.2.

Table 4.2 Descriptive Statistics

|     | N   | Minimum | Maximum | Mean | Std. Deviation |
|-----|-----|---------|---------|------|----------------|
| Q1  | 322 | 1       | 5       | 3.57 | 1.098          |
| Q2  | 322 | 1       | 5       | 3.59 | 1.184          |
| Q3  | 322 | 1       | 5       | 3.41 | 1.071          |
| Q4  | 322 | 1       | 5       | 3.61 | 1.271          |
| Q5  | 322 | 1       | 5       | 3.38 | 1.149          |
| Q6  | 322 | 1       | 5       | 3.43 | 1.172          |
| Q7  | 322 | 1       | 5       | 3.52 | 1.117          |
| Q8  | 322 | 1       | 5       | 3.56 | 0.982          |
| Q9  | 322 | 1       | 5       | 3.66 | 1.075          |
| Q10 | 322 | 1       | 5       | 3.79 | 1.324          |
| Q11 | 322 | 1       | 5       | 3.65 | 0.909          |
| Q12 | 322 | 1       | 5       | 3.89 | 1.208          |
| Q13 | 322 | 1       | 5       | 3.93 | 0.881          |
| Q14 | 322 | 1       | 5       | 3.62 | 1.082          |
| Q15 | 322 | 1       | 5       | 3.90 | 1.008          |
| Q16 | 322 | 1       | 5       | 3.93 | 1.046          |
| Q17 | 322 | 1       | 5       | 3.80 | 1.034          |
| Q18 | 322 | 1       | 5       | 3.49 | 1.216          |
| Q19 | 322 | 1       | 5       | 3.61 | 1.103          |
| Q20 | 322 | 1       | 5       | 3.62 | 1.225          |
| Q21 | 322 | 1       | 5       | 3.68 | 1.105          |
| Q22 | 322 | 1       | 5       | 3.85 | 1.049          |

## 4.3 Results of the Study

### 4.3.1 Correlation Analysis

Pearson's correlation coefficient is a statistical indicator used to measure the strength and direction of the linear relationship between two variables, taking values ranging from -1 to 1. When the correlation coefficient is positive, it indicates that the two variables are positively correlated, i.e., as one variable increases, the other increases; when the correlation coefficient is negative, it indicates that the two variables are negatively correlated, i.e., as one variable increases, the other decreases; and when the correlation coefficient is close to 0, it indicates that there is no linear relationship between the two variables.

Table 4.3 Correlation between variables (Pearson correlation matrix)

|  | Level of professionalization | Personnel Qualification | Information Transparency | Human Resource Recruitment Risk Management |
|--|------------------------------|-------------------------|--------------------------|--|
| Level of professionalization               | 1                            |                         |                          |  |
| Personnel Qualification                    | .258**                       | 1                       |                          |  |
| Information Transparency                   | .421**                       | .474**                  | 1                        |  |
| Human Resource Recruitment Risk Management | .242**                       | .502**                  | .520**                   | 1  |

NOTE: \*. Correlation is significant at the 0.05 level (2-tailed). \*\*. Correlation is significant at the 0.01 level (2-tailed).

According to the correlation analysis, it can be seen that the correlation coefficients of human resource recruitment risk management in Qingdao Binhai University.

Correlation between variables are all in the range of 0.242 and 0.520, indicating that each of the two variables is significantly correlated. This indicates that the correlation between each two variables is significant, while  $p < 0.01$ , indicating that the correlation term is positively correlated see Table 4.3.

The Pearson correlation coefficient between level of professionalization and human resource recruitment risk management is 0.242, and  $P < 0.01$ , indicating that there is correlation between level of professionalization and human resource recruitment risk management.

The Pearson correlation coefficient between personnel qualification and human resource recruitment risk management is 0.502, and  $P < 0.01$ , indicating that there is correlation between personnel qualification and human resource recruitment risk management.

The Pearson correlation coefficient between information transparency and human resource recruitment risk management is 0.520, and  $P < 0.01$ , indicating that there is correlation between information transparency and human resource recruitment risk management.

Through correlation analysis, it is concluded that there is a positive correlation between level of professionalization, personnel qualification, information transparency with human resource recruitment risk management with a significant. At the same time, according to the correlation coefficient, the correlation between the variables is significant, and the correlation coefficient is not more than 0.8, which means that there is no covariance problem.

#### **4.3.2 Multiple Regression Analysis**

The process of multiple regression analysis according to the correlation analysis, the collection of data can be regression analysis, so the regression model is constructed, and the data is imported into SPSS for regression analysis. The significance value of the regression model is 0.00, which is less than the confidence space of 0.05, that is to say, it indicates that there is a 95% probability of rejecting the original hypothesis, which means that there is a significant regression relationship between variables.

The results of the multiple regression analysis were used and are shown in Table 4. The regression equation was significant,  $F = 58.296$ ,  $p < 0.001$ . the Durbin-Watson test value was 2.127, between 1.8 and 2.2. the data were independent and compounded the linear regression requirement. In the covariance diagnosis results, VIF is close to 1, which meets the requirements, indicating that there is no covariance in the data. There is correlation between level of professionalization, personnel qualification, information transparency and human resource recruitment risk management.

Level of professionalization ( $\beta = 0.0305$ ,  $P < 0.001$ ), personnel qualification ( $\beta = 0.335$ ,  $P < 0.001$ ), information transparency ( $\beta = 0.396$ ,  $P < 0.001$ ) positively affect the human resource recruitment risk management. The variables together explain 85.5% of the proportion of human resource recruitment risk management in Qingdao Binhai University, which is in line with the requirement.

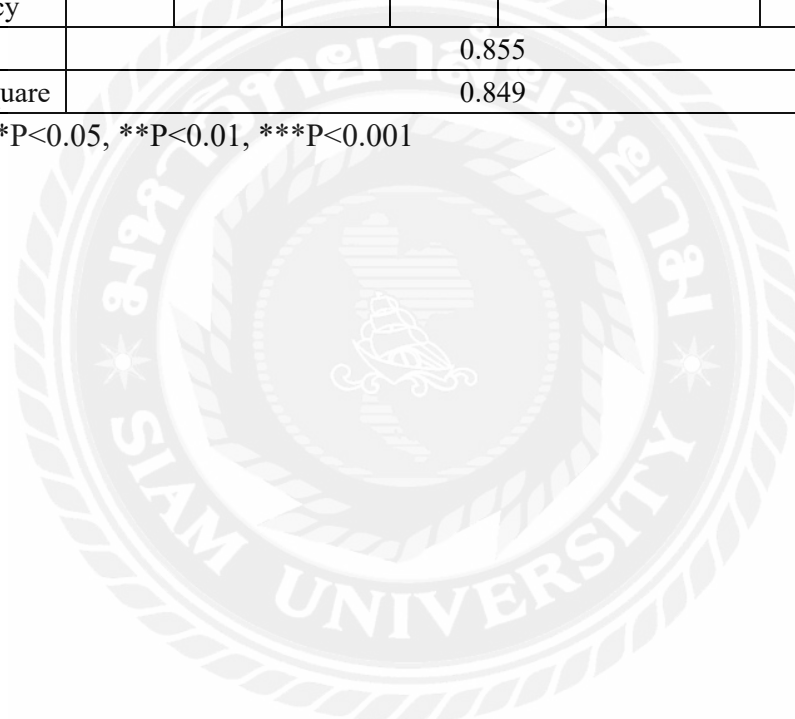
Therefore, according to the results of data analysis, level of professionalization has a significant positive effect on human resource recruitment risk management in Qingdao Binhai University.  $H_1$  holds. Personnel qualification has a significant positive

effect on human resource recruitment risk management in Qingdao Binhai University. H2 holds. Information transparency has a significant positive effect on human resource recruitment risk management in Qingdao Binhai University. H3 holds.

Table 4.4 Model Summary

| Item                         | B     | Beta  | t     | Sig.  | VIF   | F         | Durbin-Watson |
|------------------------------|-------|-------|-------|-------|-------|-----------|---------------|
| C                            | 0.944 | -     | 4.193 | 0.000 |       | 58.296*** | 2.127         |
| Level of professionalization | 0.305 | 0.300 | 5.097 | 0.000 | 1.222 |           |               |
| Personnel Qualification      | 0.335 | 0.329 | 6.417 | 0.000 | 1.297 |           |               |
| Information Transparency     | 0.396 | 0.362 | 6.624 | 0.000 | 1.472 |           |               |
| R Square                     |       |       |       |       |       | 0.855     |               |
| Adjusted R Square            |       |       |       |       |       | 0.849     |               |

NOTE: \*P<0.05, \*\*P<0.01, \*\*\*P<0.001



## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

Based on risk management theory, this paper conducted the influencing factors of human resource recruitment risk management in Qingdao Binhai University. The total of 390 questionnaires were distributed and 322 valid questionnaires were returned. Through SPSS analysis, the factors of human resource recruitment risk management in Qingdao Binhai University.

#### **5.1.1 Factors Influencing Human Resource Recruitment Risk Management**

Through regression analysis and correlation analysis, it is concluded that the influencing factors of human resource recruitment risk management in Qingdao Binhai University include three factors: level of professionalization, personnel qualification, information transparency. In the study, the collected data were analyzed for reliability and validity to meet the requirements.

The Pearson correlation coefficient between level of professionalization and human resource recruitment risk management is 0.242, and  $P < 0.01$ , indicating that there is correlation between level of professionalization and human resource recruitment risk management. The Pearson correlation coefficient between personnel qualification and human resource recruitment risk management is 0.502, and  $P < 0.01$ , indicating that there is correlation between personnel qualification and human resource recruitment risk management. The Pearson correlation coefficient between information transparency and human resource recruitment risk management is 0.520, and  $P < 0.01$ , indicating that there is correlation between information transparency and human resource recruitment risk management.

Therefore, correlation analysis leads to the conclusion that there is a moderate to strong positive relationship between these factors. In this study, the Pearson correlation coefficient is 0.242, which means that there is a moderate positive correlation between the level of specialization and human resource recruitment risk management. As the level of specialization increases, human resource recruitment risk management increases accordingly and vice versa. This may imply that recruiters with higher levels of specialization are more inclined to take more prudent management measures, thus reducing the risk in the recruitment process. The value of this Pearson's correlation coefficient is 0.502, which indicates that there is a moderate positive correlation between employee literacy and human resource recruitment risk management. Increased employee literacy may imply a higher level of expectations and standards and therefore management may take more measures to ensure a smooth recruitment process and thus reduce potential risks. The Pearson correlation coefficient of 0.520 indicates a moderate positive relationship between information transparency and human resource recruitment risk management. Firstly, information transparency may

lead to more competition as more people are likely to be aware of information about job vacancies and more people submit their resumes. This may increase the workload of interviewing and screening, as well as the risk that recruiters may make poor decisions.

### **5.1.2 Level of Professionalization, Personnel Qualification, Information Transparency have a positive effect on Human Resource Recruitment Risk Management**

According to the correlation analysis, salary and welfare system, career promotion mechanism, appraisal and evaluation system, career identity and human resource recruitment risk management have correlation. Strategy. Combined with regression analysis, the analysis of the research data concluded that Level of professionalization ( $\beta=0.0.305$ ,  $P<0.001$ ), personnel qualification ( $\beta=0.335$ ,  $P<0.001$ ), information transparency ( $\beta=0.396$ ,  $P<0.001$ ) positively affect the human resource recruitment risk management. The variables together explain 85.5% of the proportion of human resource recruitment risk management in Qingdao Binhai University, which is in line with the requirement.

The variables together explain the human resource recruitment risk management weight of 85.5%, which is in line with the requirement. Level of professionalization has a significant positive effect on human resource recruitment risk management in Qingdao Binhai University. Personnel qualification has a significant positive effect on human resource recruitment risk management in Qingdao Binhai University. Information transparency has a significant positive effect on human resource recruitment risk management in Qingdao Binhai University.

Table 5.1 Hypothesis Testing

| NO. | Hypothesis   | Result    |
|-----|--|-----------|
| H1  | Level of professionalization has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University. | Supported |
| H2  | Personnel qualification has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University.      | Supported |
| H3  | Information transparency has a significant positive effect on the human resource recruitment risk management in Qingdao Binhai University.     | Supported |

## 5.2 Recommendation

### (1) Building Professional Teams

One of the keys to ensuring effective risk management in HR recruitment is to build a team with a high level of specialization. Recruit people with relevant expertise and experience and provide them with the necessary training and development opportunities to ensure that they are aware of and up-to-date with the latest trends, regulations, and best practices in the field of HR recruiting. Qingdao Binhai University establishes clear recruitment processes and standards. Ensure that team members understand and follow the unified recruitment process and standards, including job description, candidate screening, interviewing and evaluation, etc., so as to improve the consistency and effectiveness of the recruitment process. Qingdao Binhai University establishes clear roles and responsibilities for team members to ensure that everyone is clear about his/her tasks and objectives in the recruitment process, avoiding overlapping tasks and blurred responsibilities.

Qingdao Binhai University provides resource support, providing the team with the necessary resource support, including technical tools, manpower support, and financial support to ensure they can work effectively and meet challenges. Qingdao Binhai University establishes an effective communication mechanism, and establishes a mechanism for communication within the team and between the team and other departments. Establish an effective communication mechanism within the team and between the team and other departments to ensure smooth information flow and collaboration, as well as timely problem solving and program adjustment. Regularly monitor the performance of team members and provide timely feedback and guidance so that they can continuously improve and enhance their professionalism. Motivate team members to actively participate and strive for professionalism through incentives and public recognition of outstanding performance. By taking the above measures, you can effectively build a professionalism level team and improve the efficiency and quality of HR recruitment risk management, thus laying a solid foundation for the long-term development and success of your organization.

### (2) Improving personnel qualification

Improving staff literacy is to deal with various challenges and problems in HR recruitment risk management. Relevant training and education is provided to employees to enhance their professional skills and knowledge. This can include training in interviewing skills, communication skills, teamwork, etc. to better equip employees for the work environment and recruitment process. Provide learning resources where employees can learn and enhance their skills on their own, such as online training courses and professional certification exams. This helps employees to learn according to their own needs and interests and enhance their literacy level. Establish a mentor system where experienced employees act as mentors to new employees to teach them

work skills and experience. Through the mentor system, new employees can adapt to the work environment faster and improve their work efficiency and literacy level. Establish an effective performance appraisal mechanism to give employees timely feedback and encourage them to continuously improve their literacy level. This can be achieved through regular performance appraisal meetings, personal goal setting, and so on. Reward and publicly recognize employees who have performed well and improved their literacy levels significantly to motivate them to continue to strive to improve their literacy levels. This can be in the form of monetary rewards, promotion opportunities, honors, etc. Provide employees with development opportunities and advancement paths to motivate them to continue to learn and improve their literacy levels. This can include opportunities to attend industry conferences, training programs, project management, etc. By taking these measures, the literacy level of employees can be effectively improved, thereby enhancing the efficiency and quality of HR recruitment risk management and providing strong support for the long-term development of the organization.

### (3) Enhancing Recruitment Information Transparency

Enhancing the transparency of recruitment information is to reduce uncertainty and risk in the recruitment process and to increase the fairness and transparency of recruitment. Ensure that job advertisements or job postings contain clear and detailed job descriptions, including information on job responsibilities, qualifications, and salary and benefits, so that candidates can understand the requirements and expectations of the position. Provide candidates with a clear description of the recruitment process, including the arrangements and timetable for interviews, assessments, background checks, etc., so that candidates can understand the entire recruitment process. Publicize the recruitment evaluation criteria and the basis of recruitment decision-making, so that candidates can understand the logic and criteria of recruitment decision-making and increase the transparency and fairness of the recruitment process. Provide candidates with interview results and feedback in a timely manner, including interview performance, strengths and suggestions for improvement, so that candidates can understand their own performance in the recruitment process and enhance the transparency and interactivity of the recruitment process.

Publicize transparent salary and package information during the recruitment process so that candidates can understand the salary range and package benefits of the position, increasing the fairness and attractiveness of the recruitment process. Establish a feedback mechanism for candidates and encourage them to provide suggestions and comments during the recruitment process, so as to continuously improve the recruitment process and enhance the transparency of information. Regularly publicize recruitment data and recruitment performance indicators, including recruitment efficiency, candidate satisfaction and other indicators, so that outsiders can monitor and evaluate the fairness and transparency of the recruitment process. By taking these measures, the transparency of recruitment information can be effectively enhanced,



uncertainty and risk can be reduced, the fairness and efficiency of the recruitment process can be increased, and the satisfaction of both candidates and the organization can be improved.



## References

- Akamatsu, N., Sugawara, Y., & Hashimoto, D. (2010). Biliary reconstruction, its complications and management of biliary complications after adult liver transplantation: A systematic review of the incidence, risk factors and outcome. *Transplant International*, 24(4), 379–392. <https://doi.org/10.1111/j.1432-2277.2010.01202.x>
- AlBahar, J. F., & Crandall, K. C. (1990). Systematic risk management approach for construction projects. *Journal of Construction Engineering and Management*, 116(3), 533–546. [https://doi.org/10.1061/\(asce\)0733-9364\(1990\)116:3\(533\)](https://doi.org/10.1061/(asce)0733-9364(1990)116:3(533))
- Belyaeva, S., Oksana Belyantseva, Nataliya Safonova, & Vasilyeva, O. (2018). Methodical foundations of the preparation of highly valued personnel for high-rise construction. *E3S Web of Conferences*, 33(5), 03021–03021. <https://doi.org/10.1051/e3sconf/20183303021>
- Birkeland, C., & Chia, F.-S. (1971). Recruitment risk, growth, age and predation in two populations of sand dollars, *dendraster excentricus* (eschscholtz). *Journal of Experimental Marine Biology and Ecology*, 6(3), 265–278. [https://doi.org/10.1016/0022-0981\(71\)90023-2](https://doi.org/10.1016/0022-0981(71)90023-2)
- Da Wan, C., & Morshidi, S. (2018). International academics in Malaysian public universities: Recruitment, integration, and retention. *Asia Pacific Education Review*, 19(2), 241–252. <https://doi.org/10.1007/s12564-018-9534-9>
- Demsetz, H., & Lehn, K. (2023). The structure of corporate ownership: Causes and consequences. *Journal of Political Economy*, 93(6), 1155–1177.
- Dionne, G. (2022). Risk management: History, definition, and critique. *Risk Management and Insurance Review*, 16(2), 147–166.
- Erhard, M., Schoenfelder, J., Fügener, A., & Brunner, J. O. (2018). State of the art in physician scheduling. *European Journal of Operational Research*, 265(1), 1–18. <https://doi.org/10.1016/j.ejor.2017.06.037>
- Fägersten, B. (2015). Political risk and the commercial sector – aligning theory and practice. *Risk Management*, 17(1), 23–39. springer. <https://doi.org/10.1057/rm.2015.5>
- Fama, E. F., & Jensen, M. C. (2022). Agency problems and residual claims. *The Journal of Law and Economics*, 26(2), 327–349.
- Feng, D. (2019). Interdiscursivity, social media and marketed university discourse: A genre analysis of universities' recruitment posts on WeChat. *Journal of Pragmatics*, 143(5), 121–134. <https://doi.org/10.1016/j.pragma.2019.02.007>

- Fusar-Poli, P., Schultze-Lutter, F., Cappucciati, M., Rutigliano, G., Bonoldi, I., Stahl, D., Borgwardt, S., Riecher-Rössler, A., Addington, J., Perkins, D. O., Woods, S. W., McGlashan, T., Lee, J., Klosterkötter, J., Yung, A. R., & McGuire, P. (2015). The dark side of the moon: Meta-analytical impact of recruitment strategies on risk enrichment in the clinical high risk state for psychosis. *Schizophrenia Bulletin*, *42*(3), 732–743. <https://doi.org/10.1093/schbul/sbv162>
- Giambona, E., Graham, J. R., Harvey, C. R., & Bodnar, G. M. (2018). The theory and practice of corporate risk management: Evidence from the field. *Financial Management*, *47*(4), 783–832. <https://doi.org/10.1111/fima.12232>
- Hofmann, A., & Scordis, N. A. (2020). Challenges in applying risk management concepts in practice: A perspective. *Risk Management and Insurance Review*, *21*(2), 309–333. <https://doi.org/10.1111/rmir.12106>
- Hui, C., Morcillo, C., Russo, D. A., Stochl, J., Shelley, G. F., Painter, M., Jones, P. B., & Perez, J. (2013). Psychiatric morbidity, functioning and quality of life in young people at clinical high risk for psychosis. *Schizophrenia Research*, *148*(1-3), 175–180. <https://doi.org/10.1016/j.schres.2013.05.026>
- Işgin, E. (2017). Communication versus information transparency in one-shot interactions: A labor market experiment. *Managerial and Decision Economics*, *38*(7), 955–963. <https://doi.org/10.1002/mde.2836>
- Klein, B., Crawford, R. G., & Alchian, A. A. (2020). Vertical integration, appropriable rents, and the competitive contracting process. *The Journal of Law and Economics*, *21*(2), 297–326.
- Korver, N., Quee, P. J., Boos, H. B. M., Simons, C. J. P., & de Haan, L. (2012). Genetic risk and outcome of psychosis (GROUP), a multi-site longitudinal cohort study focused on gene-environment interaction: Objectives, sample characteristics, recruitment and assessment methods. *International Journal of Methods in Psychiatric Research*, *21*(3), 205–221. <https://doi.org/10.1002/mpr.1352>
- Liew, A. (2019). Enhancing and enabling management control systems through information technology: The essential roles of internal transparency and global transparency. *International Journal of Accounting Information Systems*, *33*(2), 16–31. <https://doi.org/10.1016/j.accinf.2019.03.001>
- Mohammad Ali Rana, & Khaled, M. (2016). Factors affecting the effectiveness of social media for recruitment: An exploratory factor analysis approach on private universities in Bangladesh. *Journal of Resources Development and*

*Management*, 25(5), 66–76.

Ogawa, A., Ueshima, A., Inukai, K., & Kameda, T. (2018). Deciding for others as a neutral party recruits risk-neutral perspective-taking: Model-based behavioral and fMRI experiments. *Scientific Reports*, 8(1).

<https://doi.org/10.1038/s41598-018-31308-6>

Prochaska, J. O., & Velicer, W. F. (2017). The trans theoretical model of health behavior change. *American Journal of Health Promotion*, 12(1), 38–48.

<https://doi.org/10.4278/0890-1171-12.1.38>

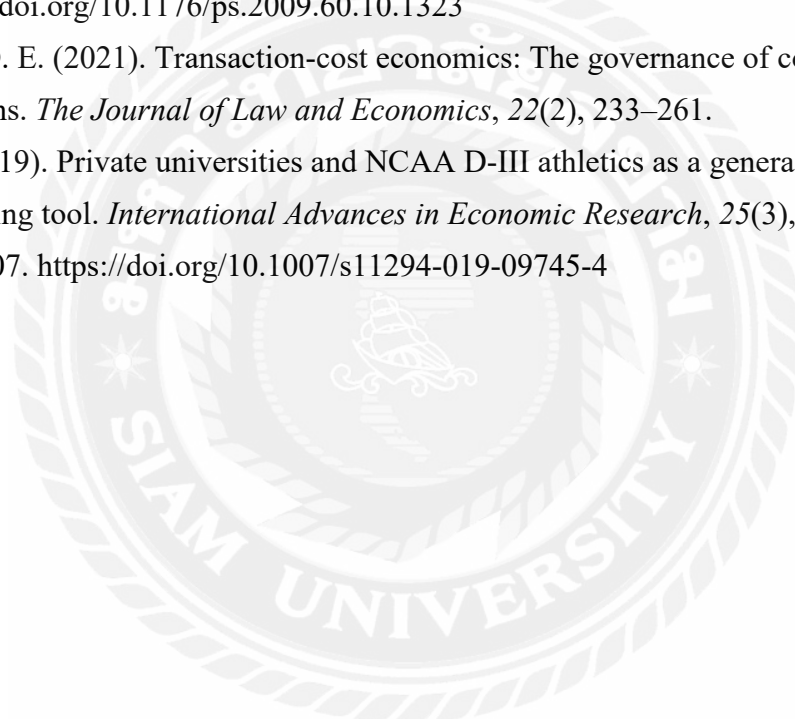
Thomas, K. C., Ellis, A. R., Konrad, T. R., Holzer, C. E., & Morrissey, J. P. (2009). County-Level estimates of mental health professional shortage in the United States. *Psychiatric Services*, 60(10), 1323–1328.

<https://doi.org/10.1176/ps.2009.60.10.1323>

Williamson, O. E. (2021). Transaction-cost economics: The governance of contractual relations. *The Journal of Law and Economics*, 22(2), 233–261.

Willner, J. (2019). Private universities and NCAA D-III athletics as a general recruiting tool. *International Advances in Economic Research*, 25(3),

293–307. <https://doi.org/10.1007/s11294-019-09745-4>



## Appendix Questionnaire

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

### Part I :

1. Gender       Male       Female
2. Age       under 30       30-50       over50
3. Education       High school and below       Master degree       Bachelor degree  
 Others
4. Position  Operation       Lecturer/instructor       Others
5. Tenure in current position (year)  
 less than 1 year       1-2 years       3-5 years       6-7 years       more than 7 years

### Part II. Marketing Strategy

Please indicate your agreement with each of the following descriptions based on your actual. Please put a tick on the corresponding number representing your level of agreement, with "1" indicating total disagreement, "5" indicating total agreement, and the specific meaning of each number indicating your level of agreement.

The specific meaning of each number is shown in the table below:

| Totally Disagree | Disagree | General | Agree | Agree completely |
|------------------|----------|---------|-------|------------------|
| 1                | 2        | 3       | 4     | 5                |

| Measuring item   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| <b>Level of Specialization</b>   |   |   |   |   |   |
| 1. do you think the level of specialization plays an important role in reducing the recruitment risk in the field of HR recruitment in Qingdao Binhai University?                                    |   |   |   |   |   |
| 2. do you think that in the current recruitment process, the level of specialization has a positive impact on the standardization and standardization of the recruitment process?                    |   |   |   |   |   |
| 3. do you think that recruiters with a high level of specialization are able to more accurately assess the abilities and qualities of candidates, thus reducing the likelihood of recruiting errors? |   |   |   |   |   |
| 4. do you think that a high level of professionalism has a positive impact on the training and development of recruiters?  |   |   |   |   |   |
| 5. Do you think that recruiters with a high level of specialization are better able to deal with emergencies and solve problems in the recruitment process?  |   |   |   |   |   |
| 6. Do you think that improving the professionalism of recruiters can effectively improve the efficiency and quality of recruitment?  |   |   |   |   |   |
| <b>Quality of Personnel</b>  |   |   |   |   |   |
| 1. do you think that in the field of HR recruitment in Qingdao Binhai University, high quality recruiters can better cope with all kinds of challenges and risks in the recruitment process?         |   |   |   |   |   |
| 2. Do you think highly qualified recruiters are better able to accurately assess candidates' abilities and qualities and reduce the risk of recruitment mistakes?                                    |   |   |   |   |   |
| 3. Do you think highly qualified recruiters are better equipped to solve problems in the recruitment process?  |   |   |   |   |   |
| 4. do you think that improving the quality of recruiters can improve the efficiency of the whole recruitment process?  |   |   |   |   |   |
| 5. do you think the quality of recruiters has a significant impact on the quality of recruitment results?  |   |   |   |   |   |
| 6. do you think that quality recruiters are better able to maintain the image and reputation of the organization?  |   |   |   |   |   |
| <b>Information Transparency</b>  |   |   |   |   |   |
| 1. do you think a higher degree of information transparency will improve the fairness and transparency of the recruitment process in Qingdao Binhai University?                                      |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 2. Do you think information transparency can reduce the risk of candidates providing false information?                                     |  |  |  |  |  |
| 3. do you think that information transparency can increase candidates' trust in the organization?   |  |  |  |  |  |
| 4. do you think information transparency can help reduce the risk of disputes in the recruitment process?                                   |  |  |  |  |  |
| 5. do you think that increasing the level of information transparency can improve the efficiency of the recruitment process?                |  |  |  |  |  |
| 6. do you think information transparency has a positive impact on maintaining the reputation and image of the organization?                 |  |  |  |  |  |
| <b>Risk Management in Human Resources Recruitment</b>   |  |  |  |  |  |
| 1. How do you think the level of specialization affects the risk management of HR recruitment in Qingdao Binhai University?                 |  |  |  |  |  |
| 2. How do you think the quality of personnel affects the risk management of HR recruitment in Qingdao Binhai University?                    |  |  |  |  |  |
| 3. What do you think about the influence of information transparency on the risk management of HR recruitment in Qingdao Binhai University? |  |  |  |  |  |
| 4. How do you think the recruitment process affects the risk management of HR recruitment in Qingdao Binhai University?                     |  |  |  |  |  |