A Study on the Index Evaluation System for Management Associates Recruitment in Taiwan's Chain Store Hypermarkets

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ABSTRACT

This study aims to construct the index evaluation system for management associates recruitment in Taiwan's chain store hypermarkets. Through research summaries and in depth interviews with scholars, this study concludes that competency and personal characteristics are key aspects to evaluation. It develops a pool of index evaluation systems for management associates recruitment in 27 hypermarkets. The study surveys departmental managers of 50 hypermarkets with the AHP method, and sorts out a list of weighted evaluation indices which are: ambition, pro-activity, work attitude, self-adjustment and self-career planning which can be a reference to decision making of hypermarkets.

Keywords: Hypermarkets, recruit, select, AHP (analytic hierarchy process) method

INTRODUCTION

Research Background

In the book, “In Search of Excellence” (translated by the editorial team of Commonwealth Magazine (1983), the masters of management, Peter and Waterman processed research on the reasons for excellence of the 43 most successful corporations in the USA. It discovered that if a corporation wants high productivity and high investment returns, employees are the most important asset. Wu (1999) believed that only outstanding employees will create successful corporations. Hence, outstanding employees are the most valuable resource for organizational development. To effectively select adequate management associates directly influence future competency of organizations.

Retail businesses are different from manufacturing businesses which have the following special characteristics in human resource management: (1) Low age level of employees; (2) High labor turn over rate; (3) Long working hours; (4) Difficulties in standardizing job responsibilities; (5) Complicated working environment; and (6) Unsound Personnel system (Lin Cheng-Hsiu, Huang Liang-Chi, Su Kun-Fa, Cheng Yong-Chung, 2004). Management associates are the key to the future, and with a complete personnel system, can decrease labor turn-over rate through finely tuned recruitment.

Today’s corporations are different from organizations of twenty years ago. There are especially huge influences on retail businesses after more hypermarkets are established. In recruiting staff, corporations should consider industries, characteristics, and job responsibilities to ensure that they can keep those talents.

Research Purpose

Based on the stated study aims, the purpose of this research is to structure an index evaluation system for management associates recruitment in Taiwan's chain hypermarkets with the AHP method to provide a reference to corporations in recruitment.
LITERATURE REVIEW

Development and Recruitment of Hypermarket

The September 2004 Administrative Meeting of Commerce Industrial Services of Ministry of Economics Affairs defined that channel industry contains retail and wholesale businesses (udnjob.com). Many people refer to the retail business being the same as the channel business, such as channel business in Japanese is the same as the retail business in Chinese (Chang Bo-Lung, Wu Chung-Hsien 2005).

According to the Standard Industrial Classification of the Republic of China (Version 8), Directorate-General of Budget, Accounting and Statistics, a hypermarket is classified as “other combination goods retailer” under G category: wholesale and retail businesses. The definition of wholesale and retail businesses are to wholesale, retail, manage and supple agencies with tangible goods.

As there is an increase of sensitivity to prices, corporations expand the numbers of stores through opening chained stores and reach an economy of scale and reduce inventory costs through collective purchases. This results in high competitiveness in the hypermarket business. In 2004, the annual sales were around $180 billion with an annual grow rate of 3%, but the two leading corporations: Carrefour and RT-MART accounted for 50.55% of the market share with a total of $91 billion.

In public organizations, division leaders, other junior managers or non-managerial senior officers who assist corporation owners and managers to monitor, allocate, guide and evaluate all assistants, are considered management associates (104 manpower bank). Huang Ying-Chung (1997) believed that recruitment encourage those adequate talents with work ability and motivation to apply for job positions. According to Chang Huo-Tsai (1996), recruitment is work regulations and qualifications defined by results of job analysis in order to find adequate talents with abilities.

Use of selection and recruitment can be exchanged. The universal definition of recruitment is “a concept of recruitment services of talented people, including personnel advertisement to freshman training courses, while selection is to select outstanding and adequate employees” (translated by Lan Mei-Zhen, Chiang Pei-Hsiu, 2001). Different industries require different job responsibilities; there should be adequate standards in selection of people. A systematic personnel management system can be divided into “select, train, keep, use” 4 key concepts, and selection is the first and most important step in personnel management. (Ding Chi-Da, 2005).

Competency

The successful factors of outstanding performance include knowledge, skill and relevant characteristics, behaviors, and attitudes to work performance that can be determined as abilities and competence. (Maclelland, 1973). In this research paper, it will be referred to competency.

There are many different definitions of competency. Lin Mong-Chun (1976) believed that a person’s ability is related to his/her job responsibilities, which is how a person’s role can fully develop necessary abilities in that position. Gugliemino (1979) divided one’s ability into three parts: 1 conceptual ability: decision innovative and thinking ability; 2 social ability: negotiation, communication and analysis; and 3 technical ability: planning, controlling and self-management. These abilities will influence working performances.

The origin of competency is that corporations have to select, train and encourage adequate talents so that operations of corporations can be more efficient and productive. The American author, Boyatzis, used competency in his discussion of management evaluation (1982). He defined competency in his book “The Competent Manager: A Model for Effective Performance” (translated by Lan Mei-Zhen, Chiang Pei-Hsiu,) as one’s basic characteristics which would influence one’s work performances and results.
Competency is abilities with highly personal traits; such necessary traits as knowledge, skill, decision-making, attitude and ration thinking are in any work position. Spencer and Spencer (1993) pointed out that competency is the sum of visible and hidden characteristics which are not only relevant to job responsibilities but also factors of work performance and behaviors.

Spencer and Spencer (1993) raised the concept of “Iceberg model” in their book “Competency at Work”; they believed that competency is the sum of one’s visible and hidden characteristics. Visible characteristics include skills and knowledge that are necessary for work, while hidden characteristics include self-concept, traits and motivations.

Spencer and Spencer (1993) furthermore divided competency into 5 different categories: motivation, traits, self-concept, knowledge and skills. Motivation guides the consistency of aims, desires, and self-expectations of people’s behaviors. One has responsibilities to complete her/his target if s/he has accomplishment motivation, therefore, motivation can drive one to achieve a particular action or target. Traits are inherited where psychological characteristics and emotional reactions are more environmental issues. Self-concept is one’s attitudes, value and self-image, such as confidence and faith. Knowledge is one’s domain knowledge that makes one know and remember something, but not to do or complete something. Skill is to execute tangible or intangible duties and skills of psychology and cognition include analytical and conceptual thinking.

Chang Yu-Lung (2001) conducted a “management ability questionnaire survey” referencing the research methods of Yolk and McCelland. The survey was processed with managers of Taiwan’s corporations and was analyzed with “Behavioral Event Interview” to summarize up to 10 important management ability definitions of junior managerial staff, being domain knowledge, work efficiency, pro-activity, execution, time management, quality management, honesty, learning attitude, customer services and emotional management.

Chiu Hsiao-Ping (2003) divided 10 competency items of section leaders of hypermarkets, which includes knowledge to inventory management, knowledge and skills to product sale, work training and feedback of staff, seamless communication, efficient time management, quality insistence, control to customer demand, aggressive actions to customers’ request, self life adjustment, and self career path planning.

Chiu Hsiao-Ping (2003) has divided competency of management associates of chain stores with practical experiences to: work values, ambition, pro-activity, communication ability, learning ability, customer service, work standard, and pressure tolerance.

This study has adopted the competency definitions of junior managers by Spencer & Spencer (1993), Chang Yu-Lung (2001) and items of competency researches of Chiu Hsiao-Ping (2003), Chiu Hsiao-Ping (2003) as the base of competency questionnaire copies.

**Personality Trait**

The word “trait” is originally from “Persona” in Latin that is referred to as Personality Traits. The research of Goffin, Rothstein, and Johnson (1996) pointed out that the accurateness of trait test of work efficiency to managerial staff is the same or even better than the evaluation center. Hogan and Roberts (1996) discovered that openness to experience and training, extraversion and sales revenues are in positive correlation (Fang Mei-Yu, 2002). This has resulted to attention to research of personality traits.

Big Five Personality was raised by Galton (1884) with Lexical Hypothesis to describe people with personality traits. More than 1000 words were used to represent characteristics. In later development of psychological tests, The Minnesota Multiphasic Personality Inventory : MMPI became the one most commonly used in practice.
Personality tests are accepted by the integration of big five personality, as it concentrated the consensus of scholars with different points (Costa & McCrae, 1990). Hence, this research adopts big five personality as it is more noticeable in studies of psychology and organizational behaviors. The “big five” dimensions include extraversion, emotional stability, agreeableness, conscientiousness and openness to experience.

Personality trait implies personal attitude, value and ability of analysis, which can influence one’s career interests and choices. Osborne(1998) believed that competency and trait are commonly attended to in recruitment and selection, as these two variables can be a predictive index to work efficiency (Fang Mei-Yu, 2002).

Below shows aspects of 5 personality tests in personality inventories application:

Table 1 Five Personality Traits Dimensions in the Trait Evaluation

<table>
<thead>
<tr>
<th>Big Five Characteristic Traits</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Extraversion</td>
<td>Social Skill, Agreeability, Determination, Communication</td>
</tr>
<tr>
<td>2. Emotional Stability</td>
<td>Emotional Stability, Optimism, Security, Satisfaction</td>
</tr>
<tr>
<td>3. Agreeableness</td>
<td>Appropriateness, Trustworthiness, Integrity, Embracement</td>
</tr>
<tr>
<td>4. Conscientiousness</td>
<td>Dependability, Organizational Skill, Persistence, Well Thought Out, Achievement Driven</td>
</tr>
<tr>
<td>5. Open Mindedness</td>
<td>Ability to Discover New Knowledge, Imagination, Aesthetics Sense, Concept Openness, Sense of Humor</td>
</tr>
</tbody>
</table>

Huang Kang-Ling (1990) discussed personal traits of sales people in servicing industry by in-depth interview; those traits include good social relationship, wisdom and capability, activeness and energy, highly ambitious motivation, confidence, good self-adjustment, organizational norms, ethics and life, and appearance. Wu Li-Ling (1993) summarized the personality traits of servicing industry employees including willingness of service, flexibility of attitude, fast reactions to changing situations, service characteristic, self-esteem, and good at emotional presentation (Li Hsueh Hsiu, 2005).

Fang Mei-Yu (2002) adopted the main aspects and sub-aspects of big five personality by J. Schmitt et al (2000) as the reference of personality inventory, with a high tech corporation as a case to construct an evaluation for management associates recruitment, as shown in Table 2.

Table 2 Five Main Characteristic Traits Dimension

<table>
<thead>
<tr>
<th>Big Five Characteristic Traits</th>
<th>Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Friendliness</td>
<td>Consideration, Compassion, Dependability, Quick Thinking, Openness, Trustworthy</td>
</tr>
<tr>
<td>2. Work Attitude and Integrity</td>
<td>Attention to Detail, Loyalty Responsibility, Focus on Work</td>
</tr>
<tr>
<td>3. Extraversion</td>
<td>Adaptability, Competitiveness, Need for Achievement, Need for growth, Energy, Influencing Power, Pro-activity, Risk Bearing, Social Skill, Leadership</td>
</tr>
<tr>
<td>4. Motion Stability</td>
<td>Emotional Control, Negative Emotion, Optimism, Self-Confidence, Tolerance to Pressure</td>
</tr>
<tr>
<td>5. Openness to Experience</td>
<td>Independence, Creativity, Sociable, Focus Thinking, Insightfulness</td>
</tr>
</tbody>
</table>

In Personality Inventories, we adopted the evaluation sheet to management associate recruitment by Fang Mei-Yu (2002) as a case of a high tech corporation, big five personality aspect of evaluation center
that was translated by Lin Chia-Rong (2004), and the personality for servicing industry staff aspects by Huang Kang-Ling(1900), Wu Li-Ling(1993) to be part of the questionnaire copies of this research.

RESEARCH FRAMEWORK AND METHODOLOGY

Research Framework

In AHP application, hierarchy can be the frame of research queries to discuss influences of all factors to the research aims. Similar factors will be considered in the same level to seek for independence of all factors in different levels. The research of L. Saaty (1977) indicated the desirability of combining factors that related to queries to expelled collection and to form upper and lower of levels relationship. The evaluating factors to comparisons should not exceed 7 factors in the same level. In addition, it assumes that any collection will only be affected to the advanced level while it will be expelled to each other in the same level, and factors are independent in the collection. (Yeh Mu-Chin, 1989).

The purpose of this in-depth interview is to integrate and redact data systematically to form a reasonable hierarchy through professional application to build selection standards of recruitment for management associates of hypermarkets. Below are summaries from in-depth interviews:

1. To combine personality factors and personality traits of competency aspect as these two factors are similar.
2. To add an evaluation index of working attitude to self-concept of competency aspect.
3. To combine knowledge and skills of competency aspect into one factor.
4. To amend kindness to agreeableness; strict self-control to honesty and reliability of personality aspect.
5. The design of questionnaire copies should not be too long or it will not reflect reality in completion.
6. The research direction of recruitment and selection should be mainly based on competency with personality classed as a minor factor.
7. Basic levels of employees are work-driven, while high-level managers are achievement-driven.
8. Stress of in-store employees are from store managers, therefore, in-store managers should be involved in evaluation during recruitment and selection.
9. In-store managers should be responsible for training and evaluating freshmen.

With research reviews, professional interviews, improvement of aspects, factors and indices, the research structure is shown below as fig 1.

AHP questionnaire copies will be surveyed by experts that include all HR managers and section managers of hypermarkets, which would be processed as structural questionnaire copies. The results of the first part of questionnaire copies will be summarized and amended to an index system. The scale of this questionnaire copies will be scored into 9 levels with the Saaty method as extremely weak (1:5), very weak (1:4), weak (1:3), a bit weak (1:2), equal (1:1), a bit strong (2:1), strong (3:1), very strong (4:1), and extremely strong (5:1). The scores will be compared to an evaluation index and all factors divided into 9 score standards to process the weighting decisions between factors to get a confirmed relative weight of index factors to the first part of the Questionnaire Copies.

The sequences of AHP applications of this research are: 1 Confirm research questions; 2 Construct hierarchy structures; 3 Questionnaire copies to experts; and 4 Collect questionnaire copies and process results of questionnaire copies by AHP software package.
Fig 1. The Research Framework on the Index Evaluation System for Management Associates Recruitment in Taiwan's Chain Store Hypermarkets

Research Method
To achieve the purposes, this research used research reviews, in-depth interviews and AHP methods. It started with literature collection, and after processing, analyzing and summarizing, we found that candidates of management associates of hypermarkets should have competency and personality that are an adequate fit to corporations. Based on those characteristics, the questionnaire copies to professional’s interviews can be structured. The questionnaire copies at this stage would be semi-structural, followed by interviewing experts to conduct AHP questionnaire copies in the later stage.

To replace group interview by in-depth interview, with interviewees being academic professors of university human resource department and division managers of human resource in practice to understand the procedures of recruitment to management associates of hypermarkets. An integration of domain knowledge and practical experience of experts and scholars would be used as the basis to conduct and analyze the evaluation index and to amend the research direction. The research literature has pointed out that with the AHP method, only 3 to 7 interviewees are needed (Saaty, 1994; Tam & Tumma, 2001), thus, this research interviewed 2 academic experts, and 1 industrial expert conforming to the requirements.

Through information from literature analysis, interview, the AHP questionnaire copies of the index evaluation system for management associates recruitment in Taiwan’s chain store hypermarkets were conducted and surveyed to managers of hypermarkets. The questionnaire copies answers were compared with the index level and calculated with AHP to acquire the priorities to factors of different level.

Research Design
First stage: Construct drafted evaluation model: based on related literature reviews to find the evaluation aspects, factors and indices of recruitment to management associates. In the first stage, the evaluation system would be divided into 4 levels, and they are: aims, competency and personality traits, evaluation factors to all aspects, and indices accordingly.

Second stage: Revise evaluation indices; this research aimed to process and summarize the structure of indices, level and factors that were suggested by the literature through semi-structural survey and then in-depth interviews, and the weight between indices was calculated by AHP method after confirming the indices. Finally, conduct the evaluation modeling system for recruitment to management associates.
Therefore, the questionnaire copy of this research was divided into 2 parts. The first part was the professional questionnaire copies with questions resulting from indices aspects and factors and the answering selections of adequate, not adequate, and others. It asked not only the opinions of experts about indices aspects and factors, but also the open replied questions to avoid any missed factors. The replied questionnaire copies were summarized and this improved the indices with experts’ opinions to complete the index structure.

The survey plan of this research was to interview experts with questionnaire copies for their opinions and suggestions. The experts were independent of each other; therefore, they would not know answers from others. The researcher for summary of its statistical analysis processes the answers of questionnaire copies.

The sampling method of questionnaire copies adapted purposive sampling to interview 2 human resources experts in the first stage and 1 human resource manager of hypermarkets with semi-structural questionnaire copies and in-depth interview procedures. The experts were asked by telephone to agree to be the consultants of this research, and then the semi-structural questionnaire copies were sent to them. A period of time was allowed for experts to get to know this research, and then they were asked by telephone agree to a collection of questionnaire copies and arrangement for in-depth interviews.

![Fig 2 Procedures to Evaluation Models](image-url)
Research Procedures

The index evaluation system for management associates recruitment of this research was as follows: 1 to conduct a rough index evaluation system; 2 to improve the evaluation index; and 3 to construct the index evaluation system. The system was constructed with the procedure of literature reviews, which was based on competency and personal traits with industrial characteristics of hypermarkets, then the evaluation were summarized and widely discussed. The aspects, factors and indices were weighted with experts’ opinions and AHP surveys and then a completed index evaluation system for management associates recruitment was developed. The research procedures are shown in Figure 2.

DATA ANALYSIS OF AHP PROFESSIONAL’S QUESTIONNAIRE COPIES

Hypermarkets in Taiwan have been well established in recent years, but the development of human resources is still in its early stages. The biggest hypermarkets of Taiwan; Carrefour and RT-MART, have training experience with vocational institutes. To understand the human resource requirements of hypermarkets and the whole picture of recruitment by AHP analysis to acquire comparative weight of factors to conduct the variables to evaluation index of management recruitment, this research team sent out 64 questionnaire copies to hypermarkets managers with a returned rate of 96.8%. In those collected 62 questionnaire copies, there were 50 efficient questionnaire copies that accounted for 80.6% of all copies. Details are shown in Table 3 and Table 4.

<table>
<thead>
<tr>
<th>Corporations</th>
<th>Cosco</th>
<th>Taisuco</th>
<th>Carrefour</th>
<th>Geant</th>
<th>RT Mart</th>
<th>Dollars</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copies sent  (A)</td>
<td>5</td>
<td>14</td>
<td>20</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Copies returns (B)</td>
<td>5</td>
<td>14</td>
<td>19</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Effective Copy (C)</td>
<td>5</td>
<td>13</td>
<td>16</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>% (C/B)</td>
<td>100%</td>
<td>.86%</td>
<td>1%</td>
<td>84.2%</td>
<td>0%</td>
<td>10%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Table 4 Effective Questionnaire Copies Summary

<table>
<thead>
<tr>
<th></th>
<th>Cosco</th>
<th>Taisuco</th>
<th>Carrefour</th>
<th>Geant</th>
<th>RT Mart</th>
<th>Dollars</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Guard</td>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Group Leader</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Assistant Section Leader</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Section Leader</td>
<td>3</td>
<td>10</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Section Director</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Assistant</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Resource: summarizing by this study
Manager
Manager 3 1 4
Director 3
Total 5 13 16 4 5 7 50

Management associates are the candidates for basic level managers, who are not pointed to future positions yet. Hence, those candidates should have not only the abilities of basic level managers of hypermarkets, but also their personality traits of adequacy to the chained hypermarket industry. After the analysis of 27 evaluation indices of AHP questionnaire copies, we found that the C.R.H. is 0.04, smaller than 0.1, which means all departmental managers have the same opinions to the listed evaluation indices. We believe that for all evaluation indices at all levels, the 5 indices with highest weights are: ambition (0.223), initiative and pro-activity (0.154), work attitude (0.118), self-life adjustment (0.08) and self-career plan (0.057) (Details are shown in Table 12)

Table 5 Weight Analysis of aspects, factors, indices to Evaluation System of Recruitment to Management Associates in Hypermarkets

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Weighting</th>
<th>Factors Weighting</th>
<th>Factors Weighting</th>
<th>Operational Indices</th>
<th>Index Weighting</th>
<th>Overall Weighting</th>
<th>Sorting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency</td>
<td>0.782</td>
<td>Motivation</td>
<td>0.658</td>
<td>Ambition</td>
<td>0.434</td>
<td>0.223</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Pro-activity</td>
<td>0.299</td>
<td>0.154</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Self-Adjustment</td>
<td>0.156</td>
<td>0.08</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Self-Career Plan</td>
<td>0.111</td>
<td>0.057</td>
<td>5</td>
</tr>
<tr>
<td>Knowledge and Skills</td>
<td>0.103</td>
<td>Self-Concept</td>
<td>0.239</td>
<td>Work Attitude</td>
<td>0.63</td>
<td>0.118</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Customer Service</td>
<td>0.218</td>
<td>0.041</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Work Value</td>
<td>0.152</td>
<td>0.028</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Communication</td>
<td>0.476</td>
<td>0.039</td>
<td>8</td>
</tr>
<tr>
<td>Personal Traits</td>
<td>0.218</td>
<td>Knowledge and Skills</td>
<td>0.103</td>
<td>Learning Ability</td>
<td>0.268</td>
<td>0.022</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inventory Management Knowledge</td>
<td>0.15</td>
<td>0.012</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Goods Selling Knowledge</td>
<td>0.106</td>
<td>0.009</td>
<td>21</td>
</tr>
<tr>
<td>Extraversion</td>
<td>0.423</td>
<td>Emotional Stability</td>
<td>0.224</td>
<td>Determination</td>
<td>0.435</td>
<td>0.04</td>
<td>7</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Communication</td>
<td>0.24</td>
<td>0.022</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Energy</td>
<td>0.201</td>
<td>0.018</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Social Relationship</td>
<td>0.125</td>
<td>0.011</td>
<td>18</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>0.176</td>
<td>Tolerance to Pressure</td>
<td>0.202</td>
<td>Security</td>
<td>0.515</td>
<td>0.025</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Optimism</td>
<td>0.282</td>
<td>0.014</td>
<td>16</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>0.13</td>
<td>Integrity</td>
<td>0.527</td>
<td>0.02</td>
<td>13</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Appropriateness</td>
<td>0.288</td>
<td>0.011</td>
<td>18</td>
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<td></td>
</tr>
<tr>
<td>Open-Mindedness</td>
<td>0.048</td>
<td>Embracement</td>
<td>0.185</td>
<td>0.007</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Persistence</td>
<td>0.563</td>
<td>0.016</td>
<td>15</td>
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<tr>
<td></td>
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<td>Responsibility</td>
<td>0.259</td>
<td>0.007</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Well Thought Out</td>
<td>0.178</td>
<td>0.005</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Concept Openness</td>
<td>0.554</td>
<td>0.006</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sense of Humor</td>
<td>0.24</td>
<td>0.002</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quick Reaction</td>
<td>0.205</td>
<td>0.002</td>
<td>26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C.R.H=0.04 < 0.1

Resource: summarizing by this study
It can be found from the weight analysis of this research that the most important index is ambition when recruiting management associates. Only strong ambitions will drive achievement of certain target or actions. Robinson (1981) believed that strong ambitions are a must for outstanding sales people. Demonstrating initiative will drive to fast action and good decisions when facing problems, and the willingness to take responsibility for new jobs and pay with extra effort to finish it. This characteristic can supplement the difficulty of standardization and formulation to job responsibilities to the hypermarkets.

Resignation represents individuals leaving organizations that can be due to family issues or organizations are unable to meet their needs, or the individual is unable to meet the organization’s expectations, or in fact, the organization may set unrealistic standards for new recruits resulting in unacceptable stress levels. According to Lin Cheng Hsiu and others (2004), hypermarkets are a kind of chain store industry, which have high employee’ turnover rates. To improve employees’ work attitudes, developing and upgrading the organization’s systems would decrease turnover rates (Li Lung Shen, Huang Tong Chun 2000). Therefore, to recruit management associates, working attitude is an important consideration.

As hypermarkets are chain store industries, business hours are different from manufacturers. In addition to long working hours, working on holidays is common and that increases the level of difficulty in working time allocation. Hence, self-adjustment to this lifestyle is important. Ginzberg(1951) raised the theory of career path development. He believed that choices of career are developmental series that include values, reality, psychological factors, educational opportunities, further training, advancement, and achievement would affect the procedures of career choices. Self-career path planning is part of the growing process, only those who can plan for their career path can reach their goals. Combining personal plans and organizational aims would decrease rates of resignation. To summarize, the important index of recruitment for management associates of hypermarkets are ambition, demonstrating initiative and pro-activity, work attitude, and self-adjustment to lifestyle and career plan.

CONCLUSION

Recruitment for management associates in Taiwan’s hypermarkets is mainly based on interviews that attract many freshmen’s attention. To conclude in literature reviews, we found that evaluation factors for recruitment to management associates of hypermarkets included competency and personal traits. Through in-depth interviews with experts and agreement between experts, competency and personal traits are the key evaluation aspects of this research.

After summarizing all resources, 27 evaluation indices were acquired. In the competency aspect, indices included ambition, initiative and pro-activity, work attitude, self-adjustment to lifestyle, self-career plan, customer services, communication ability, learning ability, knowledge of inventory management and skills of selling goods. In personal traits aspect, indices included being determined, good at communication, active and energetic, having good social relationships, a sense of security, optimism, tolerance to pressure, integrity, appropriateness, persistence, responsibility, issues being well thought out, concept openness, sense of humor, and quick reaction.

With the AHP analysis method, survey departmental managers of hypermarkets could acquire the weighted table of evaluation indices of recruitment to management associates. The top 5 lists are ambition (0.223), initiative and pro-activity (0.154), work attitude (0.118), self life adjustment (0.08) and
self-career plan (0.057). It can be found from the weighted analysis of this research; the most important index is ambitiousness when recruiting management associates. Only strong ambitions will drive to achievement of certain targets or actions. Robinson (1981) believed that strong ambitions are a must for outstanding sales people. Initiative will drive fast action and quick decisions when facing problems, with the willingness to take responsibility for new jobs and pay with extra effort to complete it. This characteristic can supplement the difficulty of standardization and formulation to job responsibilities to hypermarkets.

Good working attitude would be able to decrease turnover rates therefore, in recruiting management associates, working attitude is an important consideration. As hypermarkets are chain store industries, business hours are different from manufacturers. In addition to long working hours, working on holidays is common and that increases the level of difficulty for working time allocation. Hence, self-adjustment to living is important. Self-career path planning is part of the self-growing process; only those who can plan for their career path can achieve their goals. Combining personal plans and organizational aims would decrease rates of resignation. To summarize, the important indices of recruitment for management associates of hypermarkets which have high employee turnover rates are ambitiousness, initiative and pro-activity, work attitude, adjustment to lifestyle and career plan.

The weighted table of evaluation indices explain the first five indices in detail; this can be provided as a reference in related decisions made by hypermarket decision makers.

Finally, this research has proposed that inappropriate selections of employees in hypermarket organizations would lead to higher cost of manpower, including resignations, absences and sick leave, unpleasant working attitude, group strikes and others. In the competitive market of the hypermarket industry, stabilizing manpower resources and selecting good candidates are the two main considerations of recruitments for hypermarkets. Hence, when recruiting and selecting candidates, human resources experts should consider the characteristics of the industry seriously, along with personality traits, competency and related fields.

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