

Optimization Path of Human Resources Recruitment for China Football Youth Training Club

Hanming Li, Song Chen



Abstract: With the rapid development of national sports, the employment of sports talents is no longer as difficult as in the past. In the context of deepening the integration of sports and education, and implementing the "double reduction" policy, the development of sports companies and the employment of sports talents have also received historic opportunities. With the continuous development of campus football in China, the number of football youth training clubs nationwide has rapidly expanded. How to maintain a healthy development in the face of intense peer competition has become an urgent issue for clubs to address. Taking Chongqing X Football Club as an example, this paper investigates and analyzes the current situation of human resources recruitment through literature review, questionnaire survey, and logical analysis, analyzes the existing problems in recruitment, and proposes targeted optimization paths.

Keywords: Human Resource Recruitment; Football Clubs; Sports Companies; Sports Management

I. INTRODUCTION

In 2021, the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council issued the Opinions on Further Reducing the Burden of Homework and Off-campus Training for Students in Compulsory Education [1]. The release of this policy not only reduces the academic burden on primary and secondary school students in China, but also wins opportunities for the development of sports companies and the employment of sports talents [2][9][10][11][12].

The purpose of human resources recruitment is to successfully select and employ the talents required by the enterprise, and achieve an effective match between the recruited personnel and the positions to be hired. This match requires the organic combination of personal characteristics and the characteristics of the job position, so as to achieve ideal human resources management results [3].

In the context of the positive development of youth sports, a large number of sports companies of different types and sizes, including football, have emerged in recent years, but the attendant management issues such as human resource

recruitment should also be given full attention. Only by taking targeted measures based on the actual situation of the company and fully studying the internal problems can the development of sports companies and the youth training coach industry be promoted.

Taking Chongqing X Club as a practical case, this paper analyzes the current situation and problems of its youth training coach recruitment, and studies corresponding countermeasures to provide suggestions and references for the employment of youth training coaches, which is conducive to the standardized development of football youth training coaches.

II. CURRENT SITUATION OF HRM

A. Basic Information of Human Resources

Chongqing X Football Club is a sports and cultural company that focuses on youth football training, supplemented by sports event planning and execution, venue construction, and operation. It is currently one of the largest youth football training institutions in Chongqing and one of the top 100 football clubs in China certified by the CFA of the China Football Association. The club currently has over 10 professional operation and management personnel, 31 full-time coaches, and 9 part-time coaches, including 37 male coaches and 3 female coaches; 1500 students, including 1470 male students and 30 female students; The overall ratio of teachers to students is 1:37.5 (see Table 1). The proportion of full-time coaches is 77.5%, which is within the normal range, but the ratio between the number of coaches and the number of students is slightly unreasonable.

Table-1: Number and Ratio of Coaches and Students in X Club

	Total	Males	Females
Coaches	40	37	3
Students	1500	1470	30
Total coach-student ratio	1:37.5		

In terms of age, coaches are mainly young and middle-aged, mainly between the ages of 20 and 30 (Table 2). Coaches of this age group have good physical fitness, high enthusiasm for work, strong learning ability, and good development space. However, compared to older senior coaches, they also have shortcomings such as insufficient coaching experience and poor emotional management.

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Table-2: Age Range of Youth Training Coaches at X Club (N=40)

Age	18—22	23—25	26—30	30—40	Over 40
Number	12	14	8	4	2
Percentage	30%	35%	20%	10%	5%

From the perspective of educational level, coaches mainly have undergraduate and college degrees, accounting for 92.5% (Table 3). In recent years, with the development and improvement of educational resources and the increasing demand for knowledge, more and more highly educated talents have also joined the youth training industry. X Club also has two youth training coaches with graduate degrees, but such high-level talents are still rare.

Table-3: Education Level of Youth Training Coaches of X Club (N=40)

Education level	High school	Junior college	Bachelor	Master	Doctor	Others
Number	1	15	22	1	1	0
Percentage	2.5%	37.5%	55%	2.5%	2.5%	0

From the perspective of the professional level of coaches, the main categories of coaches are Level C, Level D, and Level E, accounting for 87.5% of the total. The club does not have coaches of Level A or above, and 7.5% of coaches do not have a license (Table 4). Currently, the overall level of youth training coaches can be competent for youth training work, but higher level coaches are still needed to guide and improve the entire team of coaches.

Table-4: Coach Level of the Youth Training Coaches of Club X (N=40)

License level	Pro-Diploma	A	B	C	D	E	No certificate
Number	0	0	2	8	17	10	3
Percentage	0	0	5%	20%	42.5%	25%	7.5%

From the perspective of football sports level, there are more first-level and second-level athletes in China, accounting for 67.5%, but the number of coaches without sports level is also higher, reaching 32.5% (Table 5). Clubs should also have corresponding standards for technical ability when selecting and hiring youth training coaches to avoid misleading the development of young people.

Table-5: Athletic Level of the Youth Training Coaches of X Club (N=40)

Sports level	International rating class	National rating class	National first-class	National second-class	National third-class	No class
Number	0	0	17	10	0	13
Percentage	0	0	42.5%	25%	0	32.5%

From the perspective of work situation, youth training coaches have high overall work enthusiasm and satisfaction. Most coaches believe that the gap between their actual performance and ideal performance is moderate, indicating that the overall work situation of the club is relatively satisfactory, but there is still room for improvement in terms of salary and treatment (Figure 1).

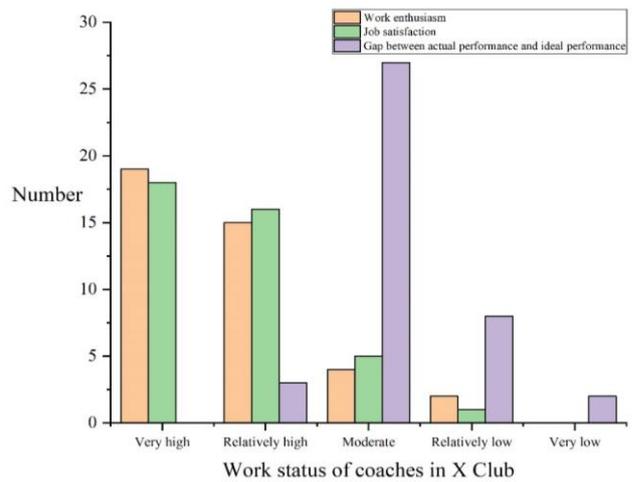


Fig. 1. Work Status of Coaches in X Club (N=40)

B. Current Situation of Human Resources Recruitment

1. Recruitment Process

First, in terms of recruitment time, X Club conducts annual recruitment, and any candidate who wishes to join can submit their resume at any time to participate in the interview assessment. The club does not recruit coaches after they are lacking or flowing, so to some extent, it can ensure the integrity of the coach team. Second, the recruitment channels of X Club are relatively rich, mainly using the following channels for recruitment: (1) Publish recruitment posters on official social media accounts such as WeChat official account; (2) Call on employees of the club to forward recruitment information on social platforms; (3) Publish recruitment information on job hunting and recruitment apps; (4) The in-service staff of the club make recommendations. Rich recruitment channels are conducive to the optimization of the coaching team and the development of the club [4]. Thirdly, when setting recruitment restrictions, X Club does not impose strong professional abilities on candidates. As long as they enjoy learning, the club is willing to cultivate them. Although this can expand the scope of recruitment groups, it is also easy to increase unnecessary workload and waste recruitment resources. Finally, in the recruitment interview stage, the recruitment of X Club mainly includes two stages: management interview and professional technical testing, which not only examine the teaching ability of candidates but also confirm whether their technical level meets the minimum standards. The stage setting is relatively reasonable.

2. Decision Factors for Recruitment and Employment

Through a questionnaire survey of 45 leaders and youth training coaches in X Club and interviews with 5 leaders, we learned about the decision-making factors for human resources recruitment and employment in X Club (Table 6).

In the survey, 20 people believe that age and educational background are common factors in the recruitment and employment of youth training coaches, while 26 people believe that gender is very or not important, indicating that X Club has low discrimination against age, gender, and educational background in the current recruitment and employment process, and believes that each candidate has equal rights to choose a career.



Most people believe that the four factors of skill level, teaching level, knowledge level, and learning level are very important and relatively important. In the context of the implementation of the "double reduction" policy, the promotion of the integration of sports and teaching, and the rapid development of campus football, the overall quality of coaches is required to be higher. In contrast, the major, foreign language proficiency, graduation institution, and skill certificates of coaches are not so critical for recruitment, indicating that clubs pay more attention to teaching professional qualities such as the teaching ability of coaches.

Character, attitude, and ideological and moral character are the two most important factors considered by X Club to be very important and relatively important in recruitment and employment. This indicates that in the face of a training group dominated by primary school and kindergarten students, the character, attitude, and ideological and moral character of coaches are very important. In the face of children, it is necessary to be patient and careful, treat training courses seriously and responsibly, and conduct oneself by setting an example and being a model in order to improve the quality of training. Improve the quality of students, eliminate unhealthy tendencies, and achieve the healthy development of the club. Political appearance, family background, and other (interest relationships, etc.) are not very important.

Table-6: Decision Factors of Human Resources Recruitment in X Club (N=45)

Importance	Very important	Relatively important	Moderate	Less important	Not important
Age	5	9	20	11	0
Sexual distinction	3	7	9	9	17
Educational background	0	10	20	8	7
Major	9	12	15	4	5
Skill level	12	16	11	4	2
Teaching level	19	14	11	0	1
Knowledge	12	15	12	4	2
Learning level	20	18	6	0	1
Foreign language level	0	10	20	11	4
Graduated from	0	4	19	16	6
Skills certificate	3	12	16	12	2
Character and attitude	20	18	4	2	1
Ideology and morality	33	7	4	0	1
Political orientation	8	10	17	9	1
Family background	0	5	12	16	12
Others (interest relations, etc.)	1	3	10	17	14

III. PROBLEMS IN HUMAN RESOURCE RECRUITMENT

A. Lack of Planning in Recruitment

Recruitment is crucial to the stable development of an enterprise, and is an important work that is systematic, forward-looking, long-term, and sustainable [5]. Only by

promoting recruitment in a planned manner can we bring the outstanding talents needed by the enterprise. X Club has not adopted an advanced human resource management model in the recruitment of youth training coaches. Although it conducts year-round recruitment, the mobility of coaches is relatively high, and the age range of trainees in charge of the club is relatively wide. In terms of specific talent needs, the club has never made a detailed plan, nor has it clarified the number and requirements of recruitment personnel in combination with the overall planning and future development of the company.

B. Unclear Job Qualifications and Job Responsibilities

Job analysis is the prerequisite and foundation for recruitment work [6][8]. Only by clarifying the responsibilities and qualifications of a position through job analysis can you accurately prepare a job description and use it as a standard for recruitment work. X Club lacks in-depth job analysis and accurate and standardized job descriptions for the positions it recruits, so recruitment is relatively arbitrary. When setting recruitment conditions, X Club did not provide an in-depth explanation of the job responsibilities, but simply described the basic conditions of the job seeker, lacking specific professional level requirements and restrictions.

C. The Recruited Employees Have Insufficient Experience and Professional Level

There is one real problem the companies are faced with: the lack of skilled labour [7]. X Club has 95% of its youth training coaches aged between 20 and 30 years, lacking experienced coaches. There are no coaches of Grade A or above, and 7.5% of coaches do not have a license. The company needs higher-level coaches to guide and improve the entire team of coaches. In addition, the number of coaches with no sports level in X Club is also on the high side, and the overall professional level of the coach team is not high.

D. The Recruitment Process is not Standardized and the Interview Process is Unreasonable

An efficient and reasonable recruitment process and interview process can not only improve recruitment efficiency and success rate, but also provide candidates with a good application experience, giving them a good initial impression of the enterprise, thereby increasing their sense of belonging to the new enterprise. Taking X Club as an example, the company's recruitment process mainly includes two stages: management interview and professional technical testing. The stage settings are relatively reasonable, but there are also non-standard aspects. During the interview process, X Club lacked a comprehensive assessment of applicants' communication skills and on-the-spot reaction abilities, as well as their professional knowledge and skills.

E. Unreasonable Salary Management System

An efficient and reasonable recruitment process and interview process can not only improve recruitment efficiency and success rate, but also provide candidates with a good application experience, giving them a good initial impression of the enterprise, thereby increasing their sense of belonging to the new enterprise.

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F. The Cooperation with the School is not Deep Enough

In the context of the integration of sports and education, the cooperation between professional and amateur youth training and campus football is essential. Among the coaches of X Club, there are coaches with professional backgrounds, as well as sports graduates majoring in football. There are few coaches with campus football coaching backgrounds, which makes the club's training methods more oriented towards professional youth training. Although the youth training age group of X Club is also dominated by primary schools and kindergartens, it lacks systematic cooperation and in-depth integration with primary and secondary schools, does not truly enter the school interior, and cannot rely on the school's venue resources, venue facilities, rich student resources, and student sports to achieve long-term sustainable development.

IV. OPTIMIZATION PATH OF HUMAN RESOURCE RECRUITMENT

A. Develop a Scientific Recruitment Plan

In the process of formulating a recruitment plan, one should base oneself on one's actual needs, and deeply study the actual needs of the club based on one's own long-term development strategy and student source planning. When formulating a recruitment plan, it is necessary to clarify the position distribution of the club, analyze the information of the departing coaches and relevant positions, as well as the positions and requirements to be supplemented. Combine the promotion and job transfer of internal coaches, and then design a human resource plan that meets the needs, develop a more complete recruitment plan, and attract more high-quality coaches.

B. Conduct Job Analysis and Clarify Job Responsibilities

The primary task of recruiting staff is to analyze the recruitment positions, which are the prerequisite for employee recruitment. When recruiting youth training coaches, clubs should analyze in detail the job content, responsibilities, work nature, work environment, work nature, and work duration of the recruitment position according to the recruitment plan, as well as the qualifications that employees need to possess to undertake the job. This includes the grade of the coach, the specific content and timing of the job, and clear job qualifications and restrictions, such as the grade certificate of the coach, the technical level of the coach, etc.

C. Optimize the Company's Employee Team

The number of on-the-job football youth training coaches in X Club is 40, with full-time coaches accounting for 77.5%, and the teacher-student ratio of 1:37.5. The total number of

coaches is significantly insufficient. With the expansion of the overall scale of the club, the workload of current on-the-job coaches will also increase accordingly. The club can introduce more human resources for youth training coaches to alleviate the pressure on teachers and courses.

The current age structure of X Club is conducive to long-term development in the future, but there are still shortcomings in the short term. It is recommended to select some experienced coaches over the age of 30 to play the role of bringing the old to the new. At the same time, the club should also regularly organize in-service coaches to participate in learning and improve their own level.

Sports level to a certain extent represents the level of skill. It is recommended that clubs recruit more coaches with national sports level 2 or above and who have participated in corresponding competitions as key players. Of course, there is no guarantee that the technical level of coaches without sports grades is insufficient. Therefore, clubs should have appropriate standards for coaches without sports grades when selecting and hiring youth training coaches.

D. Standardize the Human Resources Recruitment Process

First of all, the recruitment channels of X Club are relatively rich, ensuring the existing recruitment channels while improving the efficiency of the use of recruitment channels. When setting recruitment conditions, it is necessary to be more scientific. Although not setting the necessary conditions for recruitment can expand the scope of recruitment groups, it is also easy to increase unnecessary workload and waste recruitment resources. It is recommended that all recruitment information for X Club should have clear requirements and restrictions, including the level certificate of coaches, technical level of coaches, etc.

Secondly, in the recruitment process, it is recommended to add a written examination to examine the basic knowledge, professional knowledge, and written expression abilities of candidates. This method has high validity in measuring knowledge, work ability, and analytical ability, and has low cost. The performance evaluation is relatively simple, objective, and highly practical. In the interview process, on-the-job coaches can be involved in the recruitment interview process, and democratic voting and other links can be added to widely participate and speak out, which can reduce the risk of mistakes in human resources recruitment by the club.

E. Further Improve the Salary System

In response to the problem that most coaches in X Club are not satisfied with the actual salary performance, the following measures can be taken to improve the salary system based on the actual situation: First, regularly investigate the salary situation of other companies, analyze the salary composition of other companies, and use it as a reference to formulate their own salary to ensure that their own salary level is highly competitive. The second is to implement performance based compensation to ensure the fairness of the company's remuneration internally;



The third is to develop more distinctive welfare plans that take into account both the immediate and long-term needs of employees. Fourth, establish a more flexible salary incentive system, such as leading a team to win excellent results and receive certain bonuses.

F. Promote Campus Football Cooperation

In the context of the integration of sports and education, the "double reduction" policy has been actively implemented, and campus football has been vigorously developed. X Club can take this opportunity to promote cooperation in campus football, especially between junior high schools and high schools. The school has a rich source of students and sufficient venues, while the company has a professional team, and also has a certain degree of event organizing ability. Actively promoting the cooperation between campus football and social football youth training clubs can further promote the sustainable development of campus football and cultivate more football talents for the country.

V. CONCLUSION

Taking Chongqing X Football Club as an example for analysis, it is believed that sports companies mainly have problems in recruitment, such as lack of planning, unclear job responsibilities, low professional level of recruited employees, non-standard recruitment process, unreasonable salary management system, and insufficient in-depth cooperation with primary and secondary schools. Based on this, the optimization path is proposed, and it is recommended that the company develop a scientific recruitment plan; Do a good job of job analysis, clarify job responsibilities, optimize the company's staff team, improve the overall quality of employees, improve the human resources recruitment process, make it more scientific and standardized, improve the club's salary system, ensure the treatment of employees, promote campus football cooperation, and promote the sustainable development of campus football.

DECLARATION STATEMENT

Authors are required to include a declaration of accountability in the article, counting review-type articles, that stipulates the involvement of each author. The level of detail differs; Some subjects yield articles that consist of isolated efforts that are easily voiced in detail, while other areas function as group efforts at all stages. It should be after the conclusion and before the references.

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