

Strategy for the Development of Human Resource Management in Guangxi Private Universities

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Abstract:-The objectives of this research were: 1) to study the current situation of the development of human resource management in Guangxi private universities. 2) to formulate strategy for the development of human resource management in Guangxi private universities. 3) to assess the suitability and feasibility of the strategy for the development of human resource management in Guangxi private universities. The sample were the administrators of Guangxi private undergraduate universities in Guilin, Liuzhou, Nanning and Beihai. Research instruments include: 1) questionnaire, 2) structured interview, and 3) evaluation form. data analysis by using percentage, mean, standard deviation and content analysis.

The results were found that the current situation of human resource management in Guangxi private university is in the middle level. Human resource management strategy includes four aspects: recruitment and selection, training and development, performance management and salary management. The applicability and feasibility of this model are relatively high.

Keywords-Private university, Human resource management, Strategy

1. Introduction

Private education has promoted the development of China's higher education modernization. China's private higher education has developed rapidly since the 1980s, and has become an important part of China's higher education in the past 40 years. According to the Statistical Bulletin of China's Education Development in 2022, there are 764 private colleges and universities, accounting for 25.36 percent of the total number of colleges and universities in the country. Among them, 390 regular undergraduate schools; 22 vocational schools at undergraduate level; 350 higher vocational (junior college) schools; 2 adult higher education schools. There were 9,248,900 students in private regular and vocational colleges, an increase of 791,500 over 2021, accounting for 25.27 percent of the total number of regular and vocational college students in China. As a new type of social school-running force, the development of private education has met the people's demand for diversified education, trained a large number

of compound and applied talents in line with market demand, not only increased the supply of education services in China, but also promoted the modernization of education in China and promoted economic and social development, becoming a dynamic and unique force for the development of higher education.

The overall development of private education in Guangxi lags behind that of higher education in other provinces in China. Especially in the new situation of the current level evaluation of higher education and intensified talent competition, private universities in Guangxi have problems in human resource management, such as the shortage of total teachers, the shortage of high-quality talents, and the low output of high-level achievements of teachers. If the problems of the construction of teachers in private colleges and universities are not solved effectively, it will not only restrict the implementation of the task of personnel training in private colleges and universities, but also affect their survival and

development. What are the problems of human resource management in Guangxi private colleges and universities? What are the factors affecting the human resource management level of Guangxi private university? Is it possible to propose a strategy to promote the development of human resource management in Guangxi private universities? Can human resource management development strategies be applied to the development of private universities in Guangxi? These questions require further inquiry. This study attempts to study and analyze the current situation, problems and influencing factors of human resource management in Guangxi private universities, and then put forward the development strategy of human resource management in Guangxi private universities, which is an important topic to improve the current level of teachers in Guangxi private universities, enhance the competitiveness of schools and the level of private education in Guangxi region and even higher education.

2. Research Questions

1. What is the current situation of the development of human resource management in Guangxi private universities?
2. What is the strategy for the development of human resource management in Guangxi private universities?
3. Is the strategy appropriate and feasible for the Development of human resource management in Guangxi private universities?

3. Literature Review

3.1 Strategy

Andrews, K. R. (1980): Strategy is a series of related decisions made to achieve organizational goals, including goal setting, resource allocation and action planning.

Porter, M. E. (1980). (1980): Strategy is a long-term directional choice aimed at realizing the dominant position of an enterprise in its industry in order to create economic profits.

Werhane, P. J. (1994): Strategy is a value-oriented decision-making aimed at realizing an organization's vision of value and social responsibility.

3.2 Administrative Staff

Chandler, A. D. Jr. (1977) believes that managers play a vital role in the modern enterprise. He emphasized the ability of managers to coordinate administration and allocate resources within the enterprise, and believed that this ability was crucial to the success of the enterprise. With the development of modern enterprises, managers become the center and decision makers within the enterprise.

Taylor, F. W. (1911) believed that managers should be a group of professionals who can scientifically manage enterprises and organizations, and they need to be familiar with and master all links and processes of modern industrial production in order to improve production efficiency and economic benefits.

Mintzberg, H. (1973) defines a manager as a person who is responsible for organizing, coordinating, supervising and directing the various work activities of a business and organization to achieve the goals and mission of the organization. Mintzberg emphasized the behavior and role of managers.

3.3 Human Resource Management

Wang Wei (2023) took A private undergraduate college (A college) established with the approval of the Ministry of Education in 2014 as the research object. He investigated the staff responsible for recruitment and 200 new teachers from A college in the past three years, and the results showed that A college had unscientific human resource planning, single recruitment channels, inadequate talent evaluation methods, unprofessional recruiters, and teacher exams Problems such as inadequate verification and post-employment evaluation.

Zhao Tianying (2020) believes that a good salary management system can attract excellent teacher resources, motivate and stabilize the teaching staff. At present, there are some problems in salary management of private undergraduate colleges, such as low level of attention by senior leaders, lack of external competition in salary level, lack of internal fairness in salary design, and lack of improvement in salary management system

McClelland, D. C. (1973): Human resource management is "acquiring and developing

the human resources needed by the organization through the procedures and policies for establishing and maintaining a good relationship between employees and the organization."

Wright, P. M., & McMahan, G. C. (2011) argued that the goal of human resource management is to develop the potential of employees and improve employee performance and organizational performance through training, development, and motivation.

3.4 Private Universities

Xu Menglong (2011) defined private university as a private educational institution specialized in higher education established by the social combination of non-government and state-owned enterprises and institutions and individuals using non-state-owned funds in accordance with the relevant regulations on the establishment of institutions of higher learning.

Huang Yaozhi (2012) mentioned that private universities refer to colleges and colleges independently set up by social organizations, social groups and individuals other than state institutions, including higher vocational schools, adult colleges and other institutions of higher education.

Lu Xiayan (2015) believes that private universities refer to non-state social organizations or private self-financing or collection of tuition fees, and are included in the national unified enrollment plan, and have independent academic certification qualifications of non-profit higher education schools.

3.5 Related Research

Li Aimin (2006) proposed that the education staff system is a set of humans

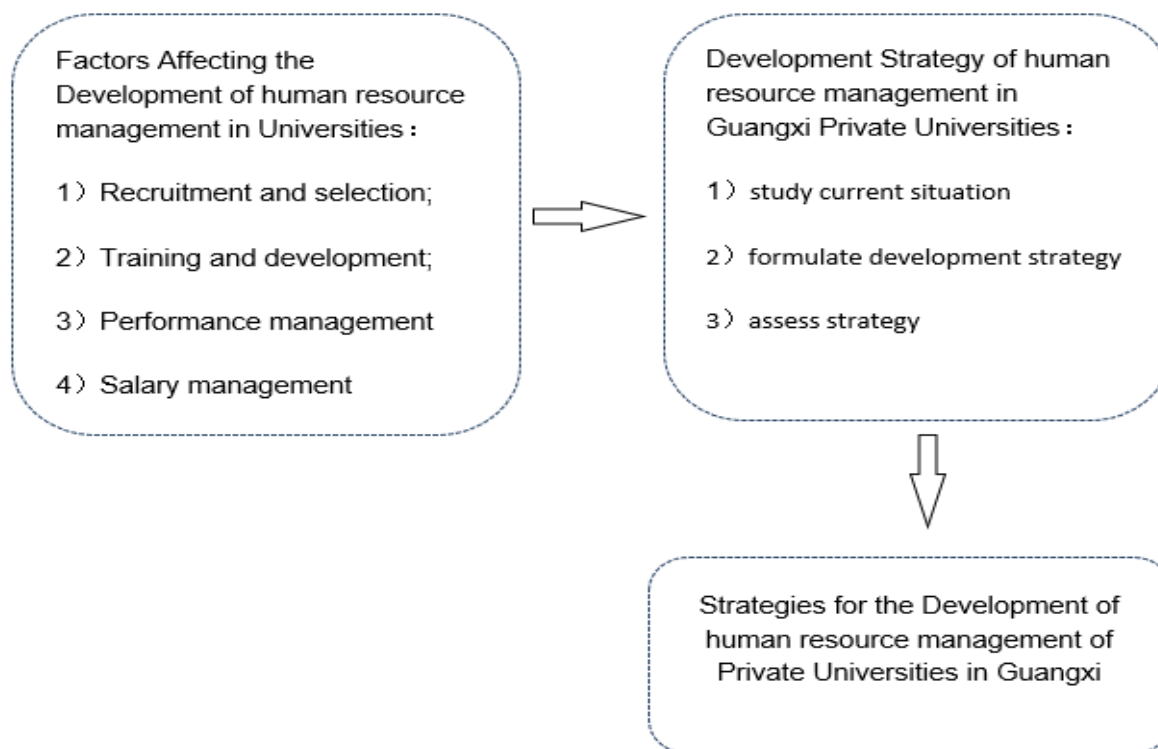
resources management system for university administrators that is compatible with the professional and professional characteristics of university administrators, including the position classification system, the qualification system, the selection and appointment system, the assessment system, the incentive system, the training system.

Zou Yinfeng and Meng Qian (2011) believe that the Higher Education Law

defines university administrators as educational staff, which is an effective measure to promote the development of university management in the direction of professionalism and specialization. But generally speaking, China's university education staff system is still in the stage of brewing and exploring.

4. Research Conceptual Framework

Figure 1 Research Framework



5. Objectives Of The Research

1. To study the current situation of the development of human resource management in Guangxi private universities.
2. To formulate strategy for the development of human resource management in Guangxi private universities.
3. To assess the suitability and feasibility of the strategy for the development of human resource management in Guangxi private universities.

6. RESEARCH METHODOLOGY

6.1 Population and Sample

6.1.1 Population

The objects of this study are the administrators of 11 private universities in Guangxi.

6.1.2 Sample

The sample of questionnaire group

The sample schools in this study are the administrators of Guangxi private undergraduate universities in Guilin, Liuzhou, Nanning and Beihai, namely Guilin Institute of Information Technology, Liuzhou Institute of Technology, Nanning University, Beihai Institute of Art and Design and Guangxi University of Foreign Languages. The total number of administrative staff of the five private universities is 960. According to Krejcie and Morgan's sample table, a valid sample of 960 population is 278 people. By

random sampling method, 278 people were selected from 5 private universities according to corresponding proportion.

Research Instruments

This study employs multiple analysis and data collection methods. In order to check and confirm the correctness of the data, the data in this study includes both quantitative and qualitative data. Researchers designed a questionnaire survey on human resource management strategies in private universities in Guangxi, and conducted a survey on the management personnel of 11 private universities in Guangxi. The outline of the Structured interview was designed, and five universities with good reputation for education quality in Guangxi were selected as the interview schools. They are Guilin Institute of Information Technology, Liuzhou Institute of Technology, Nanning University, Beihai Institute of Art and Design, and Guangxi Institute of Foreign Languages. The interviewees are qualified to have master's degree or above and have worked in the university for more than 10 years. The middle-level and above managers responsible for education management have the title of deputy senior or above, A total of 10 people. Establish a human resource management strategy for private universities in Guangxi, and

invite five experts to evaluate the feasibility of implementing this strategy for adaptability

7. Research Results

Table 1 Overall Analysis of Factors Influencing the Development Model of Education Quality in Private Universities in Guangxi

(n=278)

Factors affecting the current status of human resource management strategies	\bar{X}	S.D.	Grade	sequence
Recruitment and selection	3.7760	0.7800	Medium	2
Training and development	3.8799	0.8110	Medium	1
Performance management	3.7108	0.8479	Medium	3
Salary management	3.5512	0.8763	Medium	4
Total	3.7294	0.8288	Medium	

According to **Table1**, it can be found that based on the comprehensive analysis of the four influencing factors of recruitment and selection, training and development, performance management, and salary management based on the survey questionnaire, the average score is between 1-5 points. Based on the theoretical median, above 2 points and below 4 points belong to the medium level, and above 4 points belong to the high level. Therefore, the four factors affecting the current

situation of human resource management strategies in private universities in Guangxi are all at a moderate level (\bar{X} =3.7294). According to the analysis results of the survey report, based on the average index, the average level of training and selection is the highest (\bar{X} =3.8799), followed by recruitment and selection (\bar{X} =3.7760), salary management has the lowest average level (\bar{X} =3.5512), and performance management has the lowest average level (\bar{X} =3.7108).

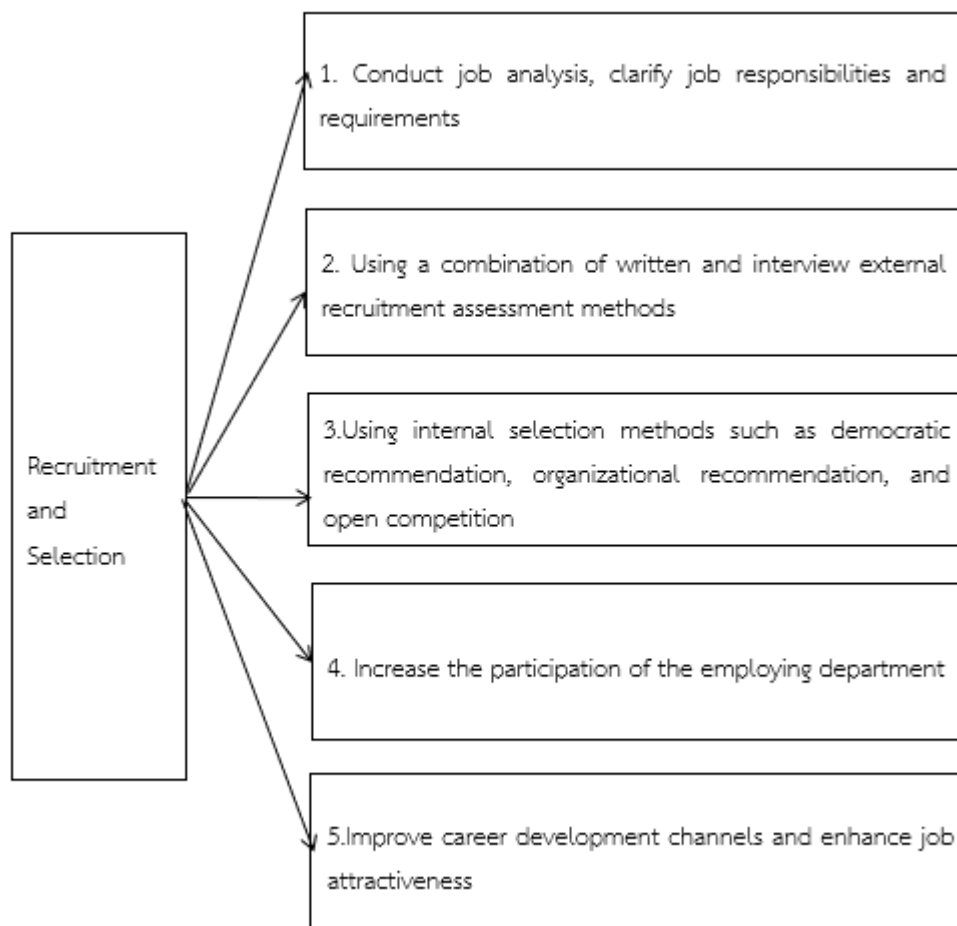


Figure 2 Recruitment and Selection Model

8. Conclusion And Discussion

8.1 Conclusion

This study aims to explore the development of human resource management strategies for private universities in Guangxi. By studying and analyzing the factors of recruitment and selection, training and development, performance management, and salary management, the following conclusions can be drawn:

(1) According to the first research objective, human resource management strategies are mainly composed of four variables: recruitment and selection, training and development, performance management, and compensation management. Based on descriptive statistical analysis of survey questionnaire data, it was found that the average values of Guangxi private universities in recruitment and selection, training and development, performance management, and salary management are all at a

moderate level, and there is still room for improvement.

(2) According to the second research objective, researchers designed an interview outline to understand and establish a model for the development strategy of human resource management in Guangxi private universities by summarizing and analyzing the interview results. The details are as follows:

Recruitment and selection model, including:

1) conducting job analysis, clarifying job responsibilities and job requirements; 2) Using a combination of written and interview external recruitment assessment methods; 3) Using internal selection methods such as democratic recommendation, organizational recommendation, and open competition; 4) Increase the participation of the employing department; 5) Improve career development channels and enhance job attractiveness.

Training and development model, including:

1) conducting hierarchical and classified training based on job responsibilities and job requirements; 2) Develop various training resources on campus, off campus, online, and offline; 3) Strengthen training assessment and improve training effectiveness; 4) Clarify the division of labor among training management departments and improve the effectiveness of training management; 5) Give full play to the role of direct leaders and senior employees as mentors.

Performance management model, including:

1) establishing performance management objectives that match the school's development goals; 2) Set assessment indicators that combine quantitative data and qualitative evaluation; 3) Strengthen performance communication in the performance management process; 4) Establish a timely and effective feedback mechanism for assessment results; 5) Pay attention to the application of performance evaluation results.

Salary management model, including:

1) establishing a salary level with external competitiveness; 2) Establish a salary structure with internal fairness; 3) Improve the distribution method of performance-based compensation; 4) Improve the level of welfare protection; 5) Improve non-economic rewards.

(3) According to the third research objective, the researchers invited experts

to evaluate the applicability and feasibility of the implementation of human resource management development strategies in Guangxi private universities. The data analysis results showed that this model has high implementation applicability and feasibility, and has a positive promoting effect on the development of human resource management in Guangxi private universities in theory.

8.2 Discussion

By conducting a survey on the four variables of human resource management in Guangxi private universities, namely recruitment and selection, training and development, performance management, and salary management, the average and standard values of the four variables were analyzed. Research has found that the total average value of recruitment and selection, training and development,

performance management, and compensation management is 3.729, which are all at a moderate level and need further improvement.

Recruitment and Selection Discussion

The recruitment and selection factors have the problem of weak professional

attractiveness of administrative personnel, which is consistent with Rong Fengjie's (2011) viewpoint. He believes that university administrative personnel are in a subordinate and auxiliary position compared to teaching and research personnel in the university organizational system, objectively resulting in their relatively disadvantaged income, power, and reputation, resulting in "identity anxiety". The recruitment and selection methods are difficult to select suitable talents, and the probationary period assessment system is difficult to screen management personnel who do not meet the job requirements. This is consistent with Wang Wei's (2023) view that private universities have problems such as unscientific human resource planning, single recruitment channels, insufficient talent evaluation methods, unprofessional recruitment personnel, and inadequate teacher assessment and post employment evaluation work. This is also in line with Yang Xiaorong's (2020) view that the mismatch between personnel and positions is prominent in human resource management in universities. To address these issues, researchers have established five measures for recruitment and selection models based on the theory of job matching and career theory. The measures of the recruitment and selection model are consistent with the conclusions of He Lili and Tian Liza (2023), who believe that private universities need administrative personnel with competence and high adaptability to the position. They are also consistent with the conclusion of Li Aimin (2006), who believes that a position classification system, job qualification system, and selection and appointment system for university administrative professions should be established.

Discussion on Training and Development Models

The factors of the training and development model are that the division of labor of the training management department is not clear enough, the training is not targeted, and does not meet the needs of the professional

development of administrators. This is consistent with NieWeijin's (2012) proposal that university administrators lack professional knowledge, professional skills, Professional ethics, and professional development is blocked. It also conforms to the viewpoint proposed by Chen Qiaoyan (2016) that the development and training mechanism for university administrative personnel is not standardized. In order to address these issues, researchers have established five measures for a training and development model. These measures are in line with the guidance issued by six departments including the Ministry of Education in China in December 2020 on strengthening the reform of the construction of the teaching staff in universities in the new era. The document mentions the improvement of the development system for university teachers, as well as the improvement of the teacher development training system, guarantee system, incentive system, and supervision system, Create a favorable environment for the sustainable development of teachers and strengthen the support service system for the development of university teachers.

Discussion on Performance Management System
The factors in the performance management system include a lack of communication in the performance management process, inadequate procedures for performance management, and insufficient linkage between performance evaluation results and salary. This is consistent with Wu Yichun's (2022) viewpoint that there are issues with unclear performance plans, inadequate communication, unsatisfactory implementation of performance evaluation, and unreasonable use of performance evaluation results in the performance evaluation of university administrative personnel. In order to address these issues, researchers have established five measures for a performance management system model. These measures are consistent with Peng Zhijuan's (2022) conclusion that a scientific, reasonable, and efficient performance evaluation strategy is to build performance goals that are compatible with the school's strategic goals, establish a scientific and reasonable performance evaluation index system for administrative personnel, and improve the performance

evaluation guarantee mechanism for administrative personnel, Fully utilize the performance evaluation results of administrative personnel. It is also consistent with Chang Tongshan's (2020) conclusion that drawing on the performance evaluation model of the University of California in the United States, one is to delegate the evaluation power of the personnel department and establish a direct management leadership responsibility and accountability evaluation mechanism; The second is to strengthen process assessment based on goals and results, create a transparent and candid dialogue atmosphere, and build an assessment mechanism that is conducive to employee ability improvement and personal development; The third is to add assessment elements based on enhancing employees' core abilities and their potential for professional and professional development, and to construct an assessment mechanism that can enhance employees' cohesion, sense of belonging, and core abilities; The fourth is to link the assessment results with rewards, punishments, and corrective actions.

Salary Management Discussion

The factors of salary management include unreasonable performance salary distribution for administrative personnel, unreasonable gap with other job systems, low salary levels, and non-compliance with the current development stage of the school. This issue is consistent with Zhao Tianying's (2020) suggestion that private universities have problems such as inadequate salary management, lack of external competitiveness in salary levels, and insufficient internal fairness in salary structures. To address these issues, researchers have established five measures for salary management models. These measures are consistent with the sound assessment and compensation system proposed by Zheng Tian and Song Xinqiang (2014), the development of fair and effective incentive mechanisms, and the people-oriented evaluation system proposed by Deng Xuelin (2004), the establishment of a positive mechanism for performance-based employment, the establishment of a salary management system tailored to the school, and the full formation of an

incentive mechanism of "excellent labor and remuneration".

9. Recommendations

Recruitment and Selection by analyzing the average and standard deviation of the survey data on recruitment and allocation status, it was found that the average score of "in the university where I work, the career of management personnel can attract job seekers" is the lowest, indicating that the attractiveness of administrative management positions in Guangxi private universities is at a relatively low level. For a long time, the management work of universities has lacked scientific and accurate positioning, and universities have generally ignored the research on the career development of administrative personnel, resulting in low work enthusiasm and low professional identity of administrative personnel in Chinese universities. This has become an important factor restricting the improvement of university management level and even the sustainable and healthy development of universities. Colleges and universities play a leading role in the career development of administrative personnel. They need to take measures to promote the career development of administrative personnel, vertically improve the administrative staff rank system, and horizontally smooth the mechanism for job transfer between management positions, management positions, and professional and technical positions, in order to open up the career development channel for administrative personnel, improve their self-identity and work enthusiasm, In order to improve the comprehensive quality of the administrative management team, enhance the management level of universities, and ultimately enhance the competitiveness of universities.

Training and Development

Through the analysis of the average and standard deviation of the survey data on the current situation of training and development, it was found that "in the university where I work, the training management department has a clear division of labor and effective management", with the lowest average score, indicating that the division of training management responsibilities in Guangxi private universities is at a relatively low level.

In China, both education authorities and various universities prioritize the training of full-time teachers, often neglecting the training of administrative personnel. In addition, administrative management personnel come from different departments, and the differences in their administrative business work make it difficult to implement unified training for administrative management personnel. Therefore, compared to full-time teachers, the training intensity and effectiveness of administrative management personnel are relatively weak. Based on this, the "school department" two-level training management function should be improved, and the school training management department (generally the Human Resources Department) should organize and carry out the training activities for the comprehensive quality and general skills of administrative personnel. The training projects for the comprehensive quality and general skills can be carried out in combination with the level of positions. For example, the training of Middle management focuses on the role cognition, leadership, subordinate guidance, communication, incentive, authorization Team building and other management topics can be carried out, and training for grassroots management personnel can include courses on time management, execution, use of office software and equipment, and document writing. And each administrative department has direct responsibility for the human resources training and development of their own department. Each department strengthens on-the-job training through supervisors and senior employees in a "old lead new" manner, and improves business quality and abilities in the job position.

performance management

By analyzing the average and standard deviation of the performance management survey data, it was found that "in the university where I work, leaders often communicate with management personnel about performance" has the lowest average score, indicating that the performance communication of Guangxi private universities is at a relatively low level. Therefore, Guangxi private universities should strengthen performance communication in the process of performance management. The

performance evaluation of administrative staff is mainly the responsibility of the supervisory leadership, with the aim of promoting the career development of staff. The work and personal development goals of staff should be closely combined with core competency evaluation, and problems in staff work should be identified through annual, annual, and regular conversations, Direct superiors and administrative personnel jointly analyze performance evaluation results, diagnose existing performance gaps, identify the reasons for performance gaps, and develop corresponding performance improvement plans.

Salary Management

Through the analysis of the average and standard deviation of the survey

data on the current situation of salary management, it was found that "in the university where I work, the distribution method of performance-based compensation for management personnel is reasonable" has the lowest average score, indicating that the distribution system of performance-based compensation in Guangxi private universities is still at a relatively low level.

The overall management level of private universities is not high, especially for human resource management work that requires high professionalism. The standardization and scientificity of management need to be improved. The distribution system of performance-based compensation is applied to salary management based on the results of performance evaluation. It is necessary to establish a scientific and reasonable performance evaluation system and salary distribution system, and the two tasks need to be coordinated and promoted. Firstly, private universities should establish and improve a performance management objective system based on the school's strategic planning, breaking down organizational performance objectives into departmental and individual performance objectives, and based on this, construct a measurable and evaluable performance evaluation index system, which should be implemented according to standardized performance evaluation procedures. Secondly, private universities should formulate compensation management measures based on human costs, reasonably determine the

proportion of performance-based compensation in the salaries of faculty and staff, and combine performance evaluation methods to determine the linkage between performance evaluation results and performance-based compensation. Based on the actual implementation of performance evaluation and compensation management, they should continuously adjust and revise the distribution method of performance-based compensation to enable it to play the motivating role of performance-based compensation, thereby promoting the personal performance goals of faculty and staff the achievement of departmental performance goals and school performance goals.

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