

STRATEGIES FOR DEVELOPMENT OF HUMAN RESOURCE
MANAGEMENT IN HIGHER VOCATIONAL
COLLEGES IN GUANGXI

GUO TU

A thesis submitted in partial fulfillment of the requirements for
the Degree of Doctor of Philosophy Program in Educational Administration

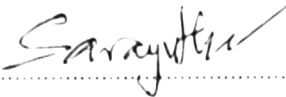
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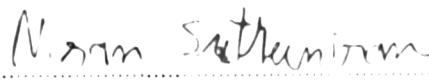
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Thesis Title Strategies for Development of Human Resource Management in Higher Vocational Colleges in Guangxi

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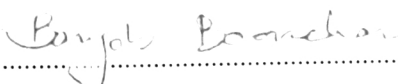

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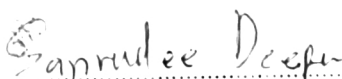
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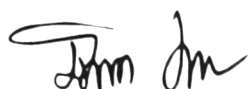

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ABSTRACT

The objectives of this research were: 1) to study the level of human resource management in Guangxi higher vocational colleges. 2) to Study the strategy for development human resource management of Guangxi Higher vocational colleges. 3) to Evaluate the feasibility of strategies for the human resource management in Guangxi higher vocational colleges. The sample were 425 administrators and full-time teachers and teaching auxiliary from 5 higher vocational colleges in Guangxi. Research instruments include: 1) questionnaire survey, 2) structured interview, and 3) expert strategy evaluation. data analysis by using percentage, mean, standard deviation and content analysis.

The results were found that the level of human resource management in higher vocational colleges in Guangxi was at medium level. Considering the results of this research aspects ranged from the highest level to the lowest level were as follow: the highest level was incentive mechanism, followed by performance management and human resource planning was the lowest level. Strategies for Development of Human Resource Management in Higher Vocational Colleges in Guangxi include six aspects: 1) Optimize the human resource planning, 2) Optimize the training and development, 3) Optimize the performance management 4) Optimize the welfare management, 5) Optimize the labor relationship management, 6)

Optimize the incentive mechanism, total 25 measures. The feasibility of strategies for development of human resource management was at high level.

Keywords: Human resource management, strategy for development, Higher vocational college

ชื่อเรื่อง	กลยุทธ์การพัฒนากิจการจัดการทรัพยากรมนุษย์ในวิทยาลัย อาชีวศึกษาในมณฑลกวางสี
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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาระดับการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสี 2) เพื่อศึกษากลยุทธ์การพัฒนากิจการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสี และ 3) เพื่อประเมินความเป็นไปได้ของกลยุทธ์การพัฒนากิจการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสี ใน 6 ด้าน ประกอบด้วย 1) การวางแผนทรัพยากรมนุษย์ 2) การฝึกอบรมและการพัฒนา 3) การจัดการผลการปฏิบัติงาน 4) การจัดการค่าตอบแทนและสิทธิประโยชน์ 5) การจัดการความสัมพันธ์ระหว่างแรงงาน และ 6) กลไกแรงจูงใจ กลุ่มตัวอย่างที่ใช้ในการวิจัยครั้งนี้ ได้แก่ ผู้บริหาร อาจารย์ประจำ และอาจารย์แนะแนว จากวิทยาลัยอาชีวศึกษา 5 แห่ง รวมทั้งสิ้น 425 คน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม แบบสัมภาษณ์ และแบบประเมินสถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน

ผลการวิจัยพบว่า ระดับการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสี โดยภาพรวมอยู่ในระดับปานกลาง เมื่อพิจารณารายด้าน พบว่า ด้านกลไกแรงจูงใจ มีค่าเฉลี่ยสูงสุด รองลงมาคือด้านการจัดการผลการปฏิบัติงาน ส่วนการวางแผนทรัพยากรมนุษย์ มีค่าเฉลี่ยต่ำสุด กลยุทธ์การพัฒนากิจการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสี ประกอบด้วย 6 ด้าน ได้แก่ 1) กลไกแรงจูงใจ 2) การจัดการผลการปฏิบัติงาน 3) การจัดการความสัมพันธ์ระหว่างแรงงาน 4) การจัดการค่าตอบแทนและสิทธิประโยชน์ 5) การฝึกอบรมและการพัฒนา และ 6) การวางแผนทรัพยากรมนุษย์ โดยมี 25 มาตรการ ผลการประเมินความเป็นไปได้ของกลยุทธ์การพัฒนากิจการจัดการทรัพยากรมนุษย์ในวิทยาลัยอาชีวศึกษาในมณฑลกวางสีอยู่ในระดับสูง

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Guo Tu

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Chapter 1

Introduction

Rationale

In recent years, higher vocational colleges in China have been well developed. The prospect of the development of China's higher vocational colleges can be clearly seen through the Opinions of the Ministry of Education on Comprehensively Improving the Teaching Quality of Higher Vocational Education promulgated by the state. Nowadays, higher vocational colleges are developing rapidly in China, and they have trained a batch of highly skilled and highly educated vocational and technical personnel to adapt to the development of modern economy. In this context, the rapid rise of various higher vocational colleges have also ushered in the opportunity of historical development. However, if you want to stand out among many similar colleges and universities in the country and become the leader of higher vocational education, human resources construction and management is one of the key factors, which directly affects the healthy development of the colleges and the enthusiasm of the faculty and staff. China's higher vocational college's human resource management started relatively late, most of the higher vocational colleges still improve the level of colleges hardware, such as improving educational conditions, expand the scale, increase the number of admissions as a focus, and the internationalization of human resources management in higher vocational colleges development lack of enough attention, there is a lack of independent will and lack of internal power. With the theory of human resource management to the integration of human resource management in higher vocational colleges, it is mainly divided into demand hierarchy theory, expectation theory, two-factor theory, fairness theory, interpersonal relationship theory, frustration theory, contingency theory, influence determinism and two-factor model theory and reinforcement theory. Among them, the hierarchy of needs mainly takes the needs of people as the basic core of research, and divides people's needs into five types: self-needs, personal safety, belonging, recognition and self-value (Maros 1970a). Nowadays, there is still such an understanding on the internationalization of human resource management in some higher vocational colleges in China, that is, the teachers of ordinary colleges and universities should accelerate the pace of internationalization construction, while higher vocational colleges do not seem to have this sense of urgency. In fact,

higher vocational colleges aim at cultivating international applied talents with middle and advanced technical skills. To be specific, it is necessary to cultivate compound higher vocational education professionals with international awareness, understanding of international knowledge, rules and culture, and innovative spirit. Therefore, the requirements for the internationalization of higher vocational teachers should be higher and stricter than those of ordinary college teachers. Human resources in higher vocational colleges not only need to understand the forefront of the professional development, grasp the latest trends of foreign industry, technology innovation trend and industry standards, but also pay attention to foreign basic theory of higher vocational education, teaching design, curriculum development, the latest achievements of teaching reform, in order to guide and applied to their own professional research and teaching practice. Therefore, the level of human resource management in higher vocational colleges must keep up with the process of internationalization.

Survey higher vocational human resource management in Guangxi, most of higher vocational college human resources work or in accordance with the old management idea of working policy management, far from reaching the requirement of the internationalization of human resources management now, as the Guangxi education department of higher vocational colleges education work emphasis in gradually improve, the new education policy also issued, which greatly promoted the human resources management of higher vocational colleges. The human resources of higher vocational colleges are mainly carried out activities around how to develop efficiently and sustainably, and also provide the function of mutual help and mutual support for the staff of higher vocational colleges.(Sherman,1992)。 However, due to the short reform time, there are still a series of problems in the human resource management of higher vocational colleges. There are also some problems in the allocation of human resources. For example, in the allocation of human resources, there is a serious shortage of excellent teachers, and the flow of teachers occurs frequently, and even the shortage of teachers. Secondly, the number of non-teaching personnel is seriously large, which leads to the participation of multiple leaders or administrators in higher vocational colleges and the unmanagement of some work affairs. These situations exist in most higher vocational colleges, and the unbalanced allocation of human resources seriously restricts the development of higher vocational colleges.

Some of the human resources supervision staff and leaders of Nanning higher vocational colleges, influenced by the traditional concept, only pay attention to the previous human resources management work. Lack of awareness of the emerging human resources concept, and that capital is the key to solve all problems, is the power to maintain the long-term development of colleges and universities, lack of funds is the fundamental to limit the development of the university, but ignore the high-quality teachers in colleges and universities is the key to really determine the development of the university. Furthermore, it ignores the construction and innovation of human resource management of the university and the creation of a good humanistic environment in the university, which leads to the loss of a large number of teachers, which seriously limits the development of the university and makes it lose the core competitiveness.

Through the investigation of the current situation of the human resources of higher vocational teachers in Guangxi, the author believes that the bottleneck of the current human resources management of higher vocational colleges is that there are certain problems in the role positioning of the staff, administrators, teaching and auxiliary personnel, human resources management and human resources appointment allocation are also inadequate, performance appraisal form cannot keep up with the pace of The Times, The salary management is relatively backward and so on, which have caused the apparent loss and recessive loss of talents in Guangxi higher vocational colleges and so on. Human resource management is still in the intermediate stage in Guangxi higher vocational colleges, so it faces certain problems. Based on the study of human resource management optimization in higher vocational colleges adapting to the development of The Times, it accurately pays attention to the deficiency of "people-oriented concept" and "management mechanism", adheres to the main line of "service demand, improve quality", and takes comparative analysis, theoretical exploration, advantage reference and practical research as the important starting point. The main content of this study is divided into five vertical levels: Human resource management optimization in higher vocational colleges related to 1) theory and development review, 2) To study the development level of human resource management in Guangxi higher vocational colleges; (3) To evaluate the optimization strategies of human resource management of higher vocational colleges in Guangxi. (4) To analyze the advantages and experiences of human resource management in domestic and foreign higher vocational colleges; (5) develop the optimization strategy of human resource management in Guangxi higher vocational colleges scientifically. At the same time of

the research, the six dimensions of "human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism" are strengthened to form a horizontal linkage mechanism, so as to ensure the research of "vertical and horizontal interaction, combination" efficient, scientific and reasonable mode to develop the optimization strategy of human resource management in Guangxi higher vocational colleges.

Research Questions

1. What level of the human resource management in higher vocational colleges in Guangxi?
2. What are the strategies for development of human resource management in higher vocational colleges in Guangxi?
3. What is the evaluate of strategies for development of human resource management in higher vocational colleges in Guangxi feasibility?

Objectives

1. To study the level of human resource management in Guangxi higher vocational colleges.
2. To Study the strategy for development human resource management of Guangxi Higher vocational colleges.
3. To Evaluate the feasibility of strategies for the human resource management in Guangxi higher vocational colleges.

Scope of the Research

Population and the Sample Group

Population

The number of this study were administrators, full-time teachers and auxiliary teaching staff of five higher vocational colleges in Guangxi, including Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College, Guangxi University of the Arts Vocational and Technical College, Guangxi Construction Vocational and Technical College, totaling 795. These

positions are the main participants in human resource management in higher vocational colleges in Guangxi.

Sample Group

According to the Krejcie and Morgan sampling tables, the sample of this study was 148 administrators, 214 full-time teachers and 63 Teaching auxiliary from five higher vocational colleges in Guangxi, including Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College, Guangxi University of the Arts Vocational and Technical College, Guangxi Construction Vocational and Technical College, total 425 people. The sample group adopts stratified sampling method, takes subject as the classification standard of higher vocational colleges, and selects one vocational college in each subject type, so that the sample covers all subject types. Meanwhile, if the subject type or college type is the same, preference will be given to higher vocational colleges with a long history of education.

Research Variables

Strategies for development main factors affecting the human resource management of higher vocational colleges in Guangxi are six aspects as follows:

1. Human resource planning
2. Training and development
3. Performance management
4. Compensation and welfare management
5. Labor relations management
6. Incentive mechanism

Advantages

1. As the human resource management of higher vocational colleges in China is still in the stage of steady rise, there are few research on the optimization of human resource management strategies of higher vocational colleges, so there is certain potential and space for development at the same time (Ji Guang qing, 2005). The human resource management of Guangxi higher vocational colleges is not

comprehensive enough to provide professional guidance for organizations and individuals, and is also insufficient in stimulating individual potential, creativity, and happiness. Lack of human resource management strategies to guarantee the strategic needs and efficient and sustainable development of Guangxi higher vocational colleges. The failure to fully explore and give play to the role of human resource management also leads to the professional and high-quality quality of teachers can not be well trained and developed and the high mobility of high-end talents. In view of these problems, this paper studies the optimization of human resource management in Guangxi higher vocational colleges, provides the optimization of the strategy and theory basis for the human resource management mechanism of Guangxi higher vocational colleges, and further enrich is the theoretical system of human resource management research in Guangxi higher vocational colleges, which has a strong theoretical significance.

2. The time of scientific human resource management system in Guangxi higher vocational colleges is still short. At present, the role of human resource management is mainly concentrated in general comprehensive universities, and its influence is far greater than that of Guangxi higher vocational colleges, so in Guangxi higher vocational colleges to expand and increase the proportion and intensity of human resource management, it is helpful to use scientific management methods and means to help Guangxi higher vocational colleges improve efficiency and more convenient thinking. This study targeted investigation and analysis of the development level of the human resource management mechanism in Guangxi higher vocational colleges, analysis of the shortcomings and differences in the human resource management of Guangxi college managers, full-time teachers and auxiliary personnel, From compensation and welfare management, human resource planning, performance management, training and development, labor relations management, incentive mechanism and other six aspects to develop optimization strategies. It is of great practical significance to provide theoretical guidance for the reform of human resource management mechanism in Guangxi higher vocational colleges.

3. The research scope of this study is divided into five higher vocational colleges in southwest Guangxi (Nanning Vocational and Technical College, Liuzhou Vocational and Technical College, Guangxi Mechanical and Electrical Vocational and Technical College, Guangxi College of the Arts Vocational and Technical College, Guangxi Construction Vocational and Technical College), and the corresponding human

resource management methods are adopted to carry out the investigation and research on the above colleges. And the analysis results of the investigation and research provide substantial effect for the development of human resource management in higher vocational colleges, which has profound significance.

Definition of Terms

1. Human resource management Optimize the human resources requirements of the organization; manage and develop the human resources outside and inside the organization; and motivate the human resources within the peacekeeping organization. For shortness' sake, scientific human resources can do the most things with the least people, can stimulate everyone to play their own potential advantages and potential, and can promote the continuous appreciation of human resources. Talent differentiation management is a management method that adopts different management methods and methods according to their different knowledge and experience levels, working ability and personality characteristics, To provide talent guarantee and theoretical support for the organization to achieve the strategic goals smoothly.

2. Human resource planning (HRP) Refers to the enterprise production or business objectives of the expectations and the implementation of enterprise strategic objectives. Formulate the general plan and various business plans for the balance of human resource supply and demand. According to the changes of internal and external environment and policies, enterprises select different useful human resources to ensure that the personnel in the post give full play to their talents, so as to achieve the optimal allocation of human resources and other resources, and can effectively promote the allocation planning of human resources.

3. Training and development refer to the The organization can improve the knowledge level, working ability and stimulate the potential of employees through training and learning, so as to better match the employees' ability with the job position, so as to promote the current and future work performance of employees. Training and development of injustice can improve the performance level of employees, but also improve the professional level of employees, enhance the ability of individuals and organizations to resist risks and improve competitiveness, improve and strengthen the identity of organizations to employees.

4. Performance management refer to Performance management has a set of scientific system, in the system, organizations, managers and employees play a role,

managers and employees communicate the development strategy of the enterprise, employees, management responsibilities, management way management related content, on the premise of effective communication, managers as far as possible to provide relevant help, together for the realization of performance goals. Managers can use management performance appraisal to manage employees, which can better achieve the development goals of the organization.

5. Compensation and welfare management refer to starting from the design of the compensation and welfare system, the composition of the compensation and welfare such as welfare allowance, bonus, post salary and performance salary is standardized; Detailed design of the compensation system for management personnel, sales personnel, production personnel, technical research and development personnel, external personnel, part-time interns, to build a set of perfect compensation and welfare management system, pay equal to or higher than the general salary level of the labor market. The objective, fair and reasonable payment to each employee who has made contributions to the development of the enterprise can bring the sense of self-worth to the employees and the joy of being respected, increase the sense of ownership of the employees and the identification and support of the company's development strategy.

6. Labor relations management refer to Through institutionalized and standardized management, the behavior of both parties in the labor relationship is constrained, the rights and interests of both parties are safeguarded, and the harmonious and healthy labor relationship is maintained, so as to promote the sustainable business development of the enterprise. The labor relationship of an enterprise refers to the rights and responsibilities relationship formed by the owners, managers, trade unions and employees in the process of enterprise operation. Ensure that alternative rights are being implemented smoothly between the enterprise and its employees. Protect the legitimate interests of enterprises and employees, stimulate the internal potential, mobilize the enthusiasm of enterprises and employees to the greatest extent, optimize the labor relationship between enterprises and employees, trust, respect and cooperation, and jointly create a high-quality working environment. Through labor relationship management can improve the work efficiency and sense of belonging of employees, and make the values of employees conform to the values of the enterprise.

7. Incentive mechanism refer to Human resource management system adopts corresponding management policies and systems to manage organizations and individuals and maximizes the interests of organizations and individuals in the

process of management. In the process of human resource management implementation, the implementation of this management strategy to increase the enthusiasm and initiative of human workers and innovation as the method, is called the incentive mechanism. For the rational and effective continuous application of the incentive mechanism, not only in the long-term goal of the overall structure and operation mode of the enterprise to carry out reasonable and keep pace with The Times of optimization and adjustment, but also can increase the control and coordination of individual workers and deployment under a certain intensity.

8. Strategies for development of human resource management refers to It is used for the coordination of various human resources in the organization, which is the rational allocation and effective development of human resources, and is a system of laws, systems and methods integrated into scientific management. Including human resource planning, training and development, performance management, salary and welfare management, labor relations management, incentive mechanism and so on.

Research Framework

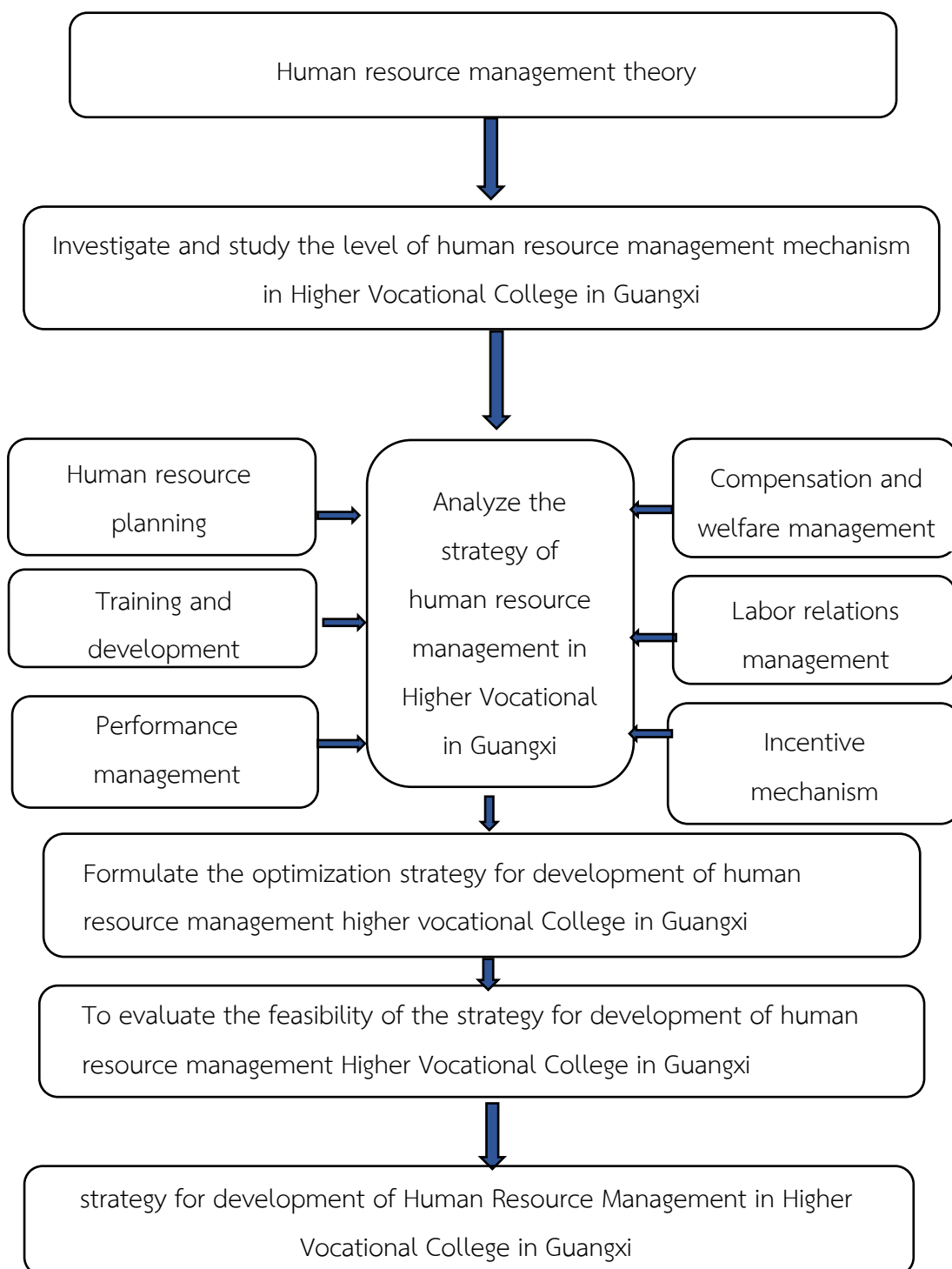


Figure 1.1 Research Framework

Chapter 2

Literature Review

The researchers consulted literature through Wanfang Data, P.Journal, VI, VIP, China Social Sciences Citation Index, etc., so as to better study the optimization strategy of human resource management in higher vocational colleges in Guangxi. Combined with the objectives of this research, the literature was summarized and analyzed, and the following four theoretical achievements were sorted out. Through literature review, it brings theoretical support and research ideas to this research and provides theoretical basis and reference for further understanding of the level and development trend of human resource management mechanism in Guangxi higher vocational colleges.

1. Concept of Human resource management
2. Relevant theoretical research in China and abroad
3. Research on human resource management strategy in higher vocational colleges in Guangxi
4. Related research

Concept of Human resource management

TiRo, an American classical economic management scientist, published the relevant books, Principles of Scientific Management and Scientific Management, in 1911 and 1912 respectively. And created the corresponding management scientific theory, the core of the theory mainly includes two aspects: the pursuit of management standardization and scientific management; on the other hand, the pursuit of spirit oriented, and on this basis, the pursuit of win-win interests of both sides. The result of all the actions of enterprises and organizations is for the pursuit of production efficiency, improve productivity to achieve economic prosperity and development. In this period, adopting scientific and standardized management

methods is the most efficient way for enterprises and organizations to improve productivity. This theory provides the scientific basis for the study of the modern human resource management strategy theory.

The human resource management strategy is reflected in the study of active labor content and the operation process and standardized restriction scheme, the labor time is allocated to improve the work efficiency of employees in a scientific way. Secondly, the standard assessment method is adopted for the staff recruitment, so that they can be competent for the process work of the position in a short time. Again, based on familiarity with the work process, the corresponding work indicators are formulated, and the setting of each work index is mainly around the relevant equipment and process materials that employees contact with in the process of working and labor for the enterprise. Finally, the salary should be planned reasonably planned, and the management of human resources and the work of employees should be reasonably divided. Is the human resource management work beyond the work content, not completely permeated and pre and work content.

Human Resource Management strategy The concept was proposed and defined by Peter Drucker, the father of modern management, in his book, *Management Practice*, in 1954. Under the guidance of human-oriented thought and economics, the relevant human resources are scientifically allocated and applied through selection, recruitment, training, performance, salary and other management forms, so as to improve the competitiveness of the organization and realize strategic needs, and provide guarantee for the realization of organizational goals and the maximum development of members. Human resource management can predict the organization's human resource demand, formulate the human resource demand plan, effectively allocate resources and recruit personnel, conduct performance appraisal, salary and welfare management, scientific and effective incentive mechanism, etc. Human resource management is the acquisition, development, maintenance and utilization of human resources of planning, organization, command and control activities, is through the coordination of the social labor organization people and things and the relationship between work, to fully develop human resources, mining potential, arouse the enthusiasm of people, improve work efficiency, realize the goal

of the theory, methods, tools, and technology, is through various management functions, promote the effective use of human resources, has reached organizational goals (Schuler, 1997). In the 1980s, the development of human resource management theory has become increasingly mature and is widely accepted in its practical application. There is a tendency to replace personnel management. In the 1990s, with the continuous improvement of human resource management theory in practice, it has been developed into a scientific architecture system (Sherman, 1992). Since then, managers put more energy to study human resource management to improve the strategic service of enterprises. The development of strategic human resource management theory also marks that human resource management has entered a new stage of modernization.

Human resource management strategy is divided into six modules: 1. Human resource planning; training and development; performance management; compensation and welfare management; labor relations management; incentive mechanism, etc. The core content of the six modules of human resource management is to help enterprises master the essence of employee management and human resource management. Among the six modules of the effective system of human resource management, they interact, connect and influence each other. In human resource management, human resource planning is the starting point among the six modules, which is mainly designed to help the organization predict the future demand of human resources, and helps the organization in personnel reasonable allocation, training and development. Its main function is "education"; the core of the six modules is performance management, its function is to solve the problem of how to make good use of human resources in the organization; compensation and welfare is to motivate people and solve the problem of material and spiritual guarantee of human resources. The function of labor relations management lies in the manager, which helps enterprises to form an effective cycle of sustainable development of human resource allocation. The incentive mechanism is the catalyst and can adjust the efficiency of enterprises.

Human resource planning

Human resource planning has been studied earlier abroad and has now developed into a mature mechanism. American James Walker, a famous human resource management expert, believes that human resources planning began to be associated with human resources strategy in the 1990s. Human resources planning aims to allocate people and resources to a reasonable position, and formulate human resources demand measures in a planned way to achieve the strategic goals of organizations and individuals. Through the reasonable planning of human resources, the organization will recruit the required excellent talents, and make scientific allocation, so as to ensure the competitiveness of the organization. At the same time, the organization provides employees with satisfactory career positions and development opportunities. Human resource planning is an important part of human resource management and plays a key role in the personnel management of enterprises. In the traditional personnel management, it is basically to formulate relevant personnel strategies and collect static information, which is a kind of thinking that relies heavily on the past planning both in practice and in concept. In the dynamic market demand and the demand of human resources development on the static view show serious hysteresis, thus easy to cause human resources without scientific configuration, and even bring serious negative impact to the stability of human resources, cause the loss of human resources, to the enterprise to achieve the warring states goal or healthy sustainable development. The modernization of human resources management, the task of human resources planning is according to the strategic goal of the enterprise, accurately predict the enterprise in the competition of the goal of human resources supply and demand, and meet the needs of enterprise development of human resources planning strategy, guarantee the quality of human resource advantage in the competition, to ensure that enterprises and individuals in the development of optimization.

Human resource training and development

The development of human resources was already mentioned in Fayol's general management theory (1916). Fayol has made great contributions in the field of classical management, providing the prerequisite and foundation for the establishment of human resource development theory and discipline. Fayol

mentions the control of functions in his theory. It is proposed that human resource management should not only have the overall planning but should be extended to the early plan of the project, the organization of the middle stage of the project, the command and coordination and other related functional processes in the process of the project. And puts forward the relevant management principles, which mainly revolve around the individual spiritual level, the social status of employees and the satisfaction received in the enterprise. In the Z theory (1981), human resource training and development are reflected in the connection and mapping of the survival and development and emotional interaction of enterprises. Cultivate the integrity and kindness of each employee. In the leadership to participate in the formulation of management strategy decisions, in the formulation process, fully clarify the common business purpose and concept of both sides. Develop communication skills for managers and maintain a stable employment system. Job rotation, training and expanding employees' career development, is an activity to effectively use human resources to achieve organizational goals through various technologies and methods (Mondy and Noe, 1996). The establishment of a comprehensive and overall relationship between individual employees and the organization, encouraging employees and trade unions to participate in the management of the company, and expanding the field of participation highlights the stability and success of the enterprise from an emotional perspective. Therefore, this theory highlights the fair harmony and reasonable and effective communication under the positive emotional interaction.

Performance management

Management expert Peter Drucker pioneered the theory of performance management. Drucker proposed that if there is no clear goal in a field, it will be neglected; clear goals reflect the effective management of subordinates. Performance appraisal is an important means to achieve management by objectives, and even in a certain perspective, performance appraisal is a key part of management by objectives. If only goals are set without the necessary performance reviews in each process, they may never be achieved. Performance appraisal is the solid backing for the implementation of

management by objectives. Performance management is a complete system. In the performance management system, all the personnel related to the organization and operation are involved. Through training and other forms, the ideas and strategies of the enterprise are known to the employees. In the organization, the responsibilities of managers, management processes, methods, and the performance objectives of the plan should have a clear structure. In the organization's daily management managers and employees under the premise of effective communication, managers should help employees solve practical difficulties in the process of work, provide the necessary support, provide conditions for employees to complete performance target, to enhance the initiative, enthusiasm, improve the cohesion of the enterprise, it also can well promote the development of enterprises and promote the progress of employees, improve enterprise core competitiveness, achieve the goal of win-win. So as to achieve the strategic goals of the organization.

Theory of Labor Relations

Through institutionalized and standardized management, the behavior of both parties in the labor relations (enterprises and employees) can be standardized, the relevant rights and interests and the harmony and stability of labor relations can be guaranteed, and the stable operation of the organization can be guaranteed. Labor relationship mainly refers to the relevant responsibilities and rights between the principal, the manager of the organization, the employee and the trade union in the organization: the relationship between the principal and the employee of the collective; the relationship between the manager and the trade union; the relationship between the trade union and the employee. As early as the 1920s, the human resource management added the relevant content and factors of organizational theory dimension. Marx and Weber, known as the father of organization theory, also published many books and works related to capital and economic and social organizations during this period. Under Weber's cognitive and understanding conditions, power is managed and illustrated in layers. It involves tradition, transcendence, and legal rights. Through the division of power to

correspond to the related areas and functions of economic organization, through the form of organization and related factors for the development of human resource management and research, in order to ensure the enterprise can reasonable and legal environment of continuous management and development, is the main purpose and ultimate goal. And the application of rights at all levels in the organization benefits from the assistance and promotion of rules and regulations. The ideal organization model in Weber's works is mainly reflected in the following contents: firstly, the organization itself has its legitimacy and complete rules and regulations; secondly, the individual divides their responsibilities according to their corresponding rights, and gradually forms the relationship between people and work; and the enterprise recruits vacant positions in an open and transparent way. And professional training for new employees, which is the labor intensity and tasks required by the employees independently on the basis of receiving certain working skills. And the enterprise provides the relevant occupation with a certain remuneration and establishes the relevant reward and punishment system so as to achieve the ultimate goal of improving productivity. Weber's greatest contribution to organization theory is to infiltrate organization theory and standards into human resource management work, which has certain originality and scientific nature. In the 1930s, the American scientist Mayo applied the theory of interpersonal relationship to human resource management.(Mayo 1933) and wrote theories and works on the interpersonal dimension of human resource management. Then he formed the famous Hawthorne experiment. The Hawthorne experiment mainly proves that the improvement of economic benefits and the decisive factors of enterprise production development are not from the external working conditions but from the internal factors of the employees themselves. The internal factors and conditions of employees themselves involve the interpersonal relationship between employees and employees and the contradictions and connections between employees and enterprises. In the 1960s, the famous X theory and Y theory appeared. The introduction of this theory is based at Macgreeve's traditional management concept X theory as the basic condition. In the human resource management, the assumption of employee personality is developed, and the corresponding management measures

and methods are adopted according to the assumptions, and the understanding of workers in enterprises and organizations is combined with the passage of time .

Management of compensation and benefits

Through the analysis of the existing compensation and the establishment of compensation policies, a scientific and reasonable compensation structure is established to improve the effectiveness of the company's compensation under the premise of reasonable cost control. The work contents include: salary survey, formulation of competitive salary and welfare system, reasonable salary structure, salary classification and salary strategy; timely adjustment of the company's salary plan, business performance assessment plan and employee salary increase incentive plan; salary and welfare budget; control and management of salary system; daily salary accounting and salary and welfare payment. Maslow's Theory of Hierarchies of Need (1943) puts forward the theory of hierarchy of human needs. And in his related works, human motivation theory, he points out that there is a hierarchy of human needs. Different needs determine the different levels of employees. Only by meeting the needs of employees at different stages and at different levels can the internal work motivation and desire of employees be stimulated, so as to realize the progress of the enterprise and the improvement of productivity. Due to the imbalance of personal growth environment and its working environment as well as the knowledge and cultural level learned in the society, individual needs also have the restriction and control including physiological and psychological and internal and external factors. Therefore, only by fully and reasonably recognizing the demand background and theoretical level of employees, can it is possible to train and manage the projects related to training and theoretical reengineering. In the reform of compensation and welfare management in higher vocational colleges, this demand theory is also fully reflected The theory of fairness mentions that workers need to get relative fair and just remuneration in the process of labor. This kind of fair reward can promote workers to complete the work content actively and smoothly, because the fairness is in the psychological level. Therefore, its initiative is in the ideological and moral emotions of workers and the difficulty and smoothness of work. After the laborer pays a certain amount of labor, it will be compared with the actual

performance indicators and results, so the fairness principle is produced in the heart, and the fairness principle is equivalent to the labor remuneration. In the case of labor remuneration and self-measurement of fairness indicators consistent, workers get a sense of fairness. In the case of the laborer remuneration deviation from the self-measurement fairness index, the laborer obtains the corresponding insecurity. Employees who have a fair feeling will face the work with a positive and optimistic attitude, and always keep an optimistic and positive attitude at work. On the contrary, it will go to the other extreme, resulting in neglect, loss and even passive sabotage state. The core value of fairness theory is reflected in how the management class coordinates the unfair emotions of employees in the process of work, and the emotions of impression workers are transformed into the category of positive fairness theory. The application of the principle of fairness in higher vocational colleges helps college employees to obtain more positive energy under the coordination of active management system, and transform this positive emotion into the power of positive work, thus influencing generations of learners in higher vocational colleges and creating more performance to achieve more indicators. Because of the unbalanced psychological quality and level of the teachers, the principle of fairness is gradually developing to the direction of diversification. In short, in order to mobilize the enthusiasm of employees, the first need is that employees have to pay and gain in the work.

Incentive mechanism

The human resource management system adopts the corresponding management policies and systems to manage the organization and individuals, and maximize the interests of the organization and individuals in the process of management. In the process of human resource management, the management strategy, which increases the enthusiasm and innovation of human workers, is adopted as an incentive mechanism. For the reasonable and effective and sustainable application of incentive mechanism, it can not only optimize and adjust the overall structure and operation mode reasonably and keep pace with The Times in the long-term goal, but also increase the control, coordination and deployment of individual workers under a certain intensity. American behavioral scientists proposed

the two-factor incentive theory in the mid to late 1960s. The main content of the two-factor incentive theory is that the content, state and mode of work basically rely on the satisfaction and enthusiasm of individuals and employees, which are interrelated and play a role in promoting each other and is called the double-factor. The enthusiasm of individual employees' satisfaction comes from the influence and stimulation of individuals and enterprises, individuals and even individuals and society. Therefore, it has the complexity of human resource management, and because the main work of employees and individuals is reflected in the work content, so the enterprise, working environment and even the individual psychological factor is the basis of the last theory. Among them, the two-factor incentive theory is studied from the perspective of enterprises, which is mainly reflected in the working environment provided by the enterprise and the feasibility of the work content, quality and skill in the process of work content. Therefore, the two-factor incentive theory is a harmonious research theory in the internal and external whole.

Double factor model theory involves the main factors: work factors and psychological dimension factors. Put employees in a specific job position, and implement management, and form a certain process, and based on this process to establish the mutual relationship between employees and employees, employees and the enterprise. It is intuitively reflected from the macro to the specific management system. It is to establish and maintain the divergent relationship based on the work as the core, and detect and verify the smooth sense and fluency of each relationship from each terminal and the source, and in turn acts on the work content and work scope, so as to interact from the whole to the part and the local reaction to the whole, forming linkage.

To sum up, the development of human resource management strategy abroad is more mature and perfect than that in China. Therefore, the effective and reasonable introduction and expansion of the western culture related to the human resource management strategy is conducive to the transformation and construction of the domestic human resource management discipline. In formal enterprise labor productivity increase at the same time, strengthen the construction of employees

'psychological moral quality and improve the corresponding production and living skills, from all to staff packaging and transformation, and actually improve the staff's working environment and working conditions and really keep the fair principle of justice, make the employees in the process of work fully embodies their work intention and enthusiasm, fully reflect the staff and enterprise good cooperation relations. And block out the conflict between leadership and non-leadership. And truly realize the mutual cooperation mechanism of the leadership and the leadership and apply it to the actual production and life.

Relevant theoretical research in China and abroad

Foreign research overview on human resource management strategies

Foreign human resource management can be roughly divided into three stages.
Natural form stage

As the natural form stage of the initial stage, nature is always centered as the initial marker and extension of the human resource management system. Due to the progress and liberation of human humanistic thought, it not only improved the development of productive forces but also emerged many revolutions on production technology. With the increase of productivity, the intensity of human resources was increased, so the human resource management was gradually developed during this period. At this stage, human resources, only regarded as a process and system of independent development and operation, and based on the natural form, is the origin and beginning of the original human resource management.

Classical management theory stage

Studying the development and progress of human resource management from the level of classical management theory, it has experienced several years of development and transformation from the 19th century to the 20th century. With the management movement in the United States in the late 19th century as the prominent management event, in this period, the upgrading and transformation of human resource management not only promoted the improvement of production efficiency, but also added new management concepts. Famous representatives

emerge in an endless stream, and they carry out a human resource management system to improve labor productivity in a scientific way, which not only emphasizes the importance of production mode but also reveals the importance of cost and the correlation between cost and human resource management to a certain extent.

Stage of modern human resource management theory

Due to the expansion of human resource management and the close relationship with productivity, and the expansion of human stickiness at all levels in the society, the research on human-oriented related management has certain research value and significance for the political and economic development at that time. And produced 11 branches of the human resource management colleges. It also integrates human resource management into psychology, statistics, and other related disciplines, which is the golden period of the development of human resource management discipline. It laid a solid foundation for the expansion, upgrading, update and change of human resource management theory, and put forward the symbol of strategic human resource management. It was a major feature of human resource management to understand and strengthen the management of human resources from the height of militarization strategy.

Research on human resource management strategy conducted by foreign scholars. In the study of relevant foreign literature review, human resource management is gradually summarized into six parts.

Theory of interpersonal relationship

Interpersonal relationship theory has a profound influence on modern human resource management, and the people-oriented interpersonal relationship management has its specific significance.

The interpersonal theory was created by the Australian scientist Mayo, without implementing the famous Hawthorne experiment. The core of the huoxiang experiment is taking attention as the main starting point. Employees conduct research on the social level, and improve their corresponding job satisfaction, and have formed the famous Hawthorne effect theory. The practical significance of Hawthorne effect lies in that it not only provides great practicability for enterprises,

but also pays attention to the theoretical research of advanced human resource management resource system while making some achievements. Therefore, this research stands on the human-based research dimension, but it still has its defects and disadvantages. Due to the excessive emphasis on people's subjective initiative, enterprises have lost the communication ability between employees and organizations in the process of facing some difficulties and problems and formed corresponding restrictions. It not only limits the improvement of productivity but also limits the development of people themselves. It is a major issue in this stage of research, and the field has a breakthrough progress at the same time.

Requirements theory

The hierarchy of demand theory promotes the emergence and development of human-machine theory. It opens up the theoretical basis of the division of the needs according to the levels, and the theory of the inner satisfaction generated through the stimulation of the actual needs. Because the demand is hierarchical, and this sense of hierarchy is to meet the requirements of the low level on the basis of meeting the requirements of the high level. Because in the modern management system launched a demand hierarchy theory as a guide, so on each level of demand level need different degree of incentive, to promote the progress of the production development level, so the famous maslow will need level theory and incentive theory closely together, and put forward the demand hierarchy theory and incentive theory influence the relationship between each other, but this theory has its disadvantages it limits and ignore the implementation of the management process of stage, has formed a metaphysical theory.

Incentive theory

Another theory of the development of human resource management is called the incentive theory. The following paper analyzes and expounds the incentive theory from both internal and external dimensions. The theory of intrinsic motivation

Two-factor theory

The two-factor theory belongs to the incentive category model. There are two factors in the bifactor theory, conservative and incentive, which influence each other

and restrict each other to form a strong operational characteristic. In the process of human resource management and development due to the enterprise ignored the role of related conservative factors, so easy to affect the actual efficiency of work, due to the double factor theory need human resource management system for two dimensions of conservative and incentive for mutual promotion and mutual influence, so the application of employee incentive theory can greatly promote the enterprise internal harmony and unity, and can achieve through the scientific ratio of the height of management strategy. The theory of this management system helps to vent the dissatisfaction of employees and stimulate their work motivation and enthusiasm. The health care contents involved in the health care factors mainly revolve around the salary, supervision, status, safety, working environment, policy and management system and interpersonal relationship. The motivators involve the work itself, the appreciation, the promotion, the possibility of growth, the responsibility, and the sense of accomplishment. Among them, the factors that can prevent and restrain employee dissatisfaction in the health care factors are mainly determined by the company that determines the economic source of employees. In order to ensure the normal working environment and the normal salary of employees, appropriate supervision and management are needed. At the same time, due to the different status and work dimensions, it will also have some adverse emotions to some extent. Therefore, it is helpful to improve the stability and harmony of the internal environment to classify the dissatisfaction management and will due to the adjustment of the internal environment.

Based on the interpersonal relationship factors, it can effectively activate the working environment of employees, improve the work awareness of mutual cooperation and produce positive labor motivation. Starting from the incentive factors to mobilize the enthusiasm of employees and work enthusiasm and work content itself has a close connection. Employees' recognition of the content of the work itself and the intensity of labor can effectively improve the pleasure and ease of the labor itself, so that employees can contribute greater productivity and happiness cost to the organization, so as to contribute more energy and time and even spiritual sentiment capital for the enterprise. To improve the appreciation of

employees, employees can obtain benign stimulation from the external environment, so as to activate and stimulate the inner innovation and motivation. It creates some possibility to increasing the exponential growth of labor production costs. The improvement of workers' own ability also helps employees to re-examine the work content, work scope and even the significance and influence of the work from a higher perspective. Giving employees more growth possibilities can bring more growth opportunities and development space for employees. Due to the constructive proposal for the future and the compatibility with the growth possibilities of employees, it can bring employees full enthusiasm and improve productivity and creativity. And for the sense of responsibility also in the periphery degree give employees positive response, and provide corresponding support and subsidies, for the sense of responsibility is the staff work content and task completion affirmation and recognition, also enhance the adhesion between employees and enterprises, is employees by external benign stimulation inspire inner work motivation and strong desire. Improve employees' sense of accomplishment to help employees gain ceremony in the process of labor, and stimulate and dilute the daily life and work of boring and unchanged, so that the employees in the process of working life learn more nutrients and spiritual motivation, so as to achieve full work enthusiasm and employees for enterprise responsibility and happiness of satisfaction.

The "ERG" theory

This theory mainly involves three aspects: survival, interrelated needs and growth and development needs. Employees may have more than one demand during the same period, so the ability of the relevant departments of human resource management to identify the different needs of employees at the corresponding stage is a major part of human resource management. Understanding the needs of employees and understanding the needs of customers stand at the two terminals of economy and production development management respectively. Maintaining the needs of employees determines the needs of the development end customers. From some aspects, it reveals that the process of production development management of employees improves productivity to some extent, and the improved productivity is transformed into products on the market. Because the improvement

of employee productivity stimulates innovation and development to some extent, thus driving the progress and development of the sales industry. Therefore, human resource management should manage the needs of employees in a specific period, which helps to enhance and stimulate the market sales from the side. Secondly, the three demands of word theory are not single, and can stimulate and influence each other in a certain degree and certain circumstances. Therefore, intervention in the main aspects of the three demands is also conducive to improving productivity and stimulating sales, so as to realize the internal and external harmony and unity of the enterprise.

The "XY" theory

Another area theory of human resource management theory is xy theory. In the traditional human resource management work, both on human and organizational structure, management policies are developed and planned based on Xy theory. In the process of supervision and management function, the management of employees adopts a strong coercive policy. Under this strong coercive policy, employees pay attention to the negative and passive level, and lack the connection and communication between employees and the organization, so it has certain disadvantages. Although this forced and strict supervision system is under the hidden mode, employees have received the work experience with very low satisfaction. Another policy than forced policy is slack policy. Relabase the main purpose of policy is in the process of management implementation take very hard attitude and methods of employees and overall for comprehensive management, although this management method relative to forced policy, employees on satisfaction slightly higher than compulsive policy, but the actual power and voice is still in the hands of management, in the employee workers still in no say. In the face of complex human resource management process, the unfavorable and even passive situation still cannot be completely solved and implemented. On the contrary, in the relatively weak management links, workers are easy to put forward higher demands than their own labor value, so that the relationship between employees and enterprises is in a relatively awkward situation, so how to deal with the relationship between

employees and the enterprise is the core of xy theory and an urgent problem to be solved.

External incentive theory

1.The "goal-setting theory"

Among the external incentive theory, the medium goal setting theory is the core and foundation of the external incentive theory. Some American psychologists have conducted tests on rewards and supervised work stress to set whether goals as guidance can influence each other and show a positive correlation under the relevant psychological intensity. The results indicate that stimuli from outside including benign and negative stimuli are feedback through a goal-directed linkage mechanism. Target-oriented adoption of thought behavior and psychological behavior and even the development of work content, can effectively have the difficulty of work to adjust their own degree of pay. Compared with the previous theory of human resource management theory, it has a certain flexibility and control, and the implementation of the goal-setting theory can effectively continue the development of a certain work behavior. In the maintenance of relative labor intensity under the type of work, has played a certain incentive role. It begins to turn to the spirit of management staff in the form of management work, so it is a progress in the implementation of human resource management with the idea of goal-oriented theory. This progress can effectively combine the employee's own goals with the labor goals of the enterprise, and implement and correct them through effective ways suitable for their own. Because the target management motivation theory itself has a certain incentive stress stimulus response, it can promote the realization of idol results in the effective time. Not only makes the motivation intuitively appear, but also in the process of realizing the motivation of the employees to get more sense of honor, so as to promote the improvement of enterprise productivity and improve the enthusiasm and action of the employees.

2.The "Expectation theory"

The expectation theory of HRM mainly revolves around expectation as the core of the daily HR management. There is a theoretical formula involved: excitation

force (F) = potency (V) period value (E). Among them, stimulating power refers to the desire of individual employees to achieve a certain indicator and task, that is, the enthusiasm expressed in the work. In the process of work, it is the individual ability, willingness and effort intensity of the employee from the beginning of the receiving task to the end of the receiving task. Potency refers to the employee's interest in the task and its personal value. The expected value refers to the probability of psychological satisfaction brought by the employee by the possibility of achieving the goal after taking certain behaviors and methods. It can be seen that the expectation theory also revolves around the recognition category of the motivation from the internal environment and the spiritual realization and self-realization value of the employees. Through the expectation theory of human resource management planning and implementation steps is also around the employees as the core goal and achievable, is human resource management is not people and labor value and orientation as the only criteria, the main focus of labor capital to the labor environment and spiritual factors level, is the improvement of human resource management and upgrade.

3.The "Fair theory"

Another theory of human resource management is called the fairness theory. Fairness is a horizontal standard for employees to achieve self-satisfaction in the process of work. To achieve fair competition and fair treatment among employees helps employees to carry out and end work tasks smoothly and with enthusiasm and quickly. The fairness theory is not only reflected in the fairness between the enterprise and employees, but also reflected in the fairness that employees pay and get. It involves the ratio between employees 'income and employees' pay and the evaluation of the enterprise and the organization. Among them, the treatment of employees is less than the pay of employees, and the employees pay less than the evaluation of the enterprise is unfair. This unfairness is reflected in the serious imbalance between the ratio of work pay and work paid. Secondly, the income of employees is in an equal state, and the employees' evaluation of the enterprise is fair. Since the employees pay the same effort and get the same rewards in the process of work, they are in a peaceful and normal mood from the inner

environment, so the employees are in an acceptable state on the inside. However, because the income of employees is greater than that of the efforts of employees, employees will be relatively unbalanced. Because the employees do not reach a certain standard, they get a higher standard of income, and thus have unfair ideas. Due to the high remuneration will lead to the psychological endurance of employees to be challenged and hit, and continue to make themselves in the anxiety and crisis. The theory of fairness divided by employee remuneration has its certain value and significance. Because most of the employees 'work enthusiasm and job satisfaction come from the improvement of their work ability and recognition, and the most direct performance of the recognition of the employees' ability is the employee's labor remuneration. Therefore, the research and formulation of human resource management system from the perspective of fair revenge theory is helpful to fundamentally improve the employees' satisfaction and recognition of the organization.

System theory

System management theory mainly refers to the application of behavioral science and some advanced techniques of modern management in human resource management. System theory is not only a simple summary and upgrade of the previous management theories, but also combines the development plan of the enterprise with the needs of the employees at the present stage and systematically implements the linkage mechanism between the employees and the enterprise on the whole, so as to promote the development of production. System theory is a core theory centering on the human-centered human resource management system based on practical experience and through recent experience. System theory focuses on the linkage and interaction between all levels and connection levels, and seeks for the similarities and differences between all levels. Thus, the characteristics of single solidification of human resource management system are changed, and a new set of management system theory of human resource with linkage and systematic management and planning is formed.

Human-based management theory

The theory of human-oriented management first takes people as the premise and basis of management. Due to the differences in human qualities and cultural level, people can be divided into different behavior modes and stages. When the two behavior modes are approached based on the same way, it can be considered that these two behavior modes can be integrated and integrated. Some scientists point out that to some extent, after building contracts and long-term cooperation relations, they have the same possibility of human-oriented management. The people-oriented management theory system is mainly applied to the long-term labor cooperation relationship between employees and enterprises.

The people-oriented management system in several years of development and change process is mainly reflected in the following four aspects. First, as the name implies, human is the fundamental management of people. In fact, the content and form of the interaction process between organizations and individuals is basically based on people. However, it is still the only labor resource with subjective and dynamic identification ability in the whole labor link, and other resources are all around how to provide, meet and coordinate the work and learning activities. Secondly, in the process of implementing the management of the people-oriented management system, it reflects the people-oriented labor force as the focus of capital. It opens the entrance of a new theory in which workers have the right to speak and their recognition and confidence. The relationship between the management class and the managed class is no longer forced to obey and force the trend, but through the combination of multiple interest factors and involved in mutual cooperation. In the process of exercising labor, the workers have been fully respected and recognized by the management class, and the employees have also enhanced the right to speak about improving their own interests and even conditions on the basis of improving their job satisfaction. So that the employees really put into the level of labor work, and then combine their own basic interests and on the basis of the enterprise's labor force goal, fundamentally promote the labor force to contribute and pay to the organization and the enterprise, so as to stimulate the improvement and development of productivity to a certain extent. Moreover,

because the theoretical basis of this theory is neither biased to the leader nor the leader, it belongs to a friendly cooperative relationship of mutual coordination and mutual help, so it can achieve the interests of both sides and quickly promote the success and development of both sides. And the combination of workers and enterprise organization theory concept and goals precisely meet the needs of social and economic development, and the combination of the organization can achieve profound prospects and the ability to achieve goals, for individuals not only can realize their ideal and goal and can improve their ability and survival in the society is identity, so on the basis of two-way promote and realize the two-way development of enterprises and individuals. Finally, this theory on the macro category to motivate as a basic overview and extension of ideas, broke the original trend of the old management of labor, opened your inner motivation as a guide from the laborer themselves inspire labor urgent hope and realize the dream vision as the basis of labor and work goals and ideas. This positive guidance and incentive mode fully mobilizes and meets the multi-directional psychological needs and practical needs of employees at a certain level, and is fully prepared and promotes from the ideological level and the practical basic experience.

With the prevalence of quantitative analysis methods, mathematical models and electronic computers are gradually applied to management, and the metrological research method gradually prevails with the development of Japan's economy. Japanese enterprises have made rapid progress in management, especially in human resource management, and have attracted the attention and reference of the world. Among them, quantitative analysis is considered as the core theory of Japanese human resource management system, which is widely investigated and analyzed, and fully affirmed on the basis of analysis. Being is widely used and promoted. And this management method is still the first idea and method to carry out the human-centered management work. The importance of people is fully reflected in the process of the implementation of management rules. In fact, the operation and development of enterprises are still based on most of the human resources. Therefore, the core theory of human-oriented as the human resource management system has the characteristics of keeping pace with The Times, which not only meets

the needs of cash economic and political activities, but also has certain innovation and vitality, and then increases the diversification of the company management to realize the takeoff and development of the enterprise.

Management innovation

Since the 1990s, human resource management has encountered unprecedented changes and adjustments. In the 1990s, the individual economy has extraordinary significance and coexist with the collective economy and other business models, so there is unprecedented fierce competition in various fields. Therefore, enterprises are in urgent need of large-scale control and re-education of employees under the high-profit market economy model. Among them, the development of management has also achieved rapid development and achieved a good opportunity for change. During this period, many management theories emerged and emerged in their respective fields. Learning and innovation are the necessary knowledge and reserve ability in management science, as well as the core of the management system and the ultimate goal to be achieved. The innovation of management makes the management not confined to the setting of the theoretical framework, but realizes the improvement of employees through the way of education and training, and drives the optimization and improvement of the internal environment and the construction of the enterprise.

In the whole market economy stage of changing competition, human resource management requires personnel to actively adapt to the changes of the new environment, so giving play to the creative vision of employees is the basis and premise for the enterprise to develop toward the long-term stable goal. At this time, the only goal of human resource management is to make enterprises quickly adapt to the rapid growth of the economy, and create more value and profits while economic growth. In the early 1990s, enterprises regarded survivability as the focus and difficulty of all assessment. In order to make enterprises stand firm in the fierce competition and obtain more time capital and these two costs, it is necessary to continue to adjust and plan the enterprise process. Therefore, more problems have been raised for human resource management and a large number of solutions have emerged, forming a multi-branch colleges of human resource management.

Other foreign human resource management theories

American management scientist Drucker believes that the core of management is to manage people well, and the management of people is both the starting point and the end point of management. His thinking and judgment highlighted the people-oriented human resource management system and the current situation at that time. People are no longer like a certain index in the previous resource management, but the real subject of research and management. Since people are individuals with easy subjective initiative, they have corresponding changes at different stages, which can promote the development of enterprises and the improvement of labor force, but also have a very negative impact on the improvement of labor force and the development of productivity. In order to create more profits and survive in the industry, many enterprises have increased their investment and education in human resource management. This semester, human resource management really began to take humanistic management as the core and break through the nature of previous research. In the process of theoretical innovation and research, people really become the subject of research and find out the relevant factors suitable for human development and change. And joined in for the staff spiritual civilization construction and other aspects of the investment in re-education. Began to respect employees, and attach importance to the spirit of team cooperation, in the light of corporate culture as the background to better create relevant theories.

Another tendency of human resource management theory is to expand and study from the core of interpersonal relationship. The ultimate substantive connection of the human resource relationship is mainly reflected in the interpersonal relationship. Interpersonal relationships involve the interconnection between employees and employees. The interpersonal relationship theory and the traditional interpersonal relationship cognition theory have certain differences and connections. The theory of human resources interpersonal relationship takes people as the starting point, stimulates personal interest by internal motivation, and promotes positive motivation to produce love for work and dedication to the organization. Previous interpersonal relationship theory reveals your economic interests as the main output point, but in fact economic interest index is just in a level of interpersonal relationship, not the

only core problem of interpersonal theory research, so outside the economic level also involves the actual demand and contact between people, the extension of sociology and psychology, and thus as a new link to maintain the interpersonal balance. The study of interpersonal relationship theory not only studies the connection between all levels, but also pays attention to the cultivation of people's heart. More attention is paid to the psychological dimension and social perception dimension of employees, rather than simply manufacturing, productivity improvement and production and living conditions. So interpersonal theory in human resource management upgrade and upgrading, not only replace the previous based theory, replace the spiritual level as the main research object, is the interpersonal theory in human resource management, but the perfection of human resource management also has certain practical significance.

The theory of human resource management also mainly starts from the study of individuals as a starting point. It involves all aspects of frustration theory. First, we study the basic situation and motivation of individual frustration from the outside world, and the second, the psychological dimension level caused by the hindered subjective initiative. Specifically, it mainly revolves around a series of psychological states and stress reactions produced after the occurrence of setbacks. In view of the quality of employees and the performance in frustration have their own characteristics, so mathematical theory has certain flexibility and adaptability in human resource management. When the probability of frustration is greater than the probability index of frustration, the formulation of human resource theory and system tends to be moderate. When the probability of frustration is less than the probability of frustration that the individual is affected by, the formulation of human resource-related theory is more rigorous.

Influence determinism. For excellent managers, their ability to make decisions with different influence should have a certain strength. When the enterprise encounters changes and decision-making process, the influence and decision-making ability of leaders will play a considerable role in promoting. The influence of leaders is mainly composed of spiritual level and labor level, in which the influence and decision-making power are in the process of the same level of change, while human

resource management is biased to the leaders' own needs. When the influence and decision-making ability of leaders are in a relatively weak trend, how can human resource management play a certain intensity and promote managers to advance to the development dimension and direction of enterprise management development. Therefore, this theory mainly revolves around the coordination of human resource management, highlighting the strength and tendency of human resource management.

Can be seen from the human resource management concept, the existing any single management theory, its guidance for talent management is limited, has its unique worthy of reference, also has its shortcomings, can be seen from the previous review, most of the management methods and two more influential talent management theory, so when managers management, must combine the practical needs of different levels of talents, must adhere to the principle of fairness, so as to better motivate, to achieve the goal of the organization.

Research on human resource management strategy in China

The real rise of human resource management theory in China was in the late 1980s. First of all, the relevant concepts of human resource management are introduced, and some enterprises tentatively develop the relevant concepts, and gradually deepen and manage with the progress of time and projects. The application of the introduction of human resource management theory and practice has made some progress in China. Due to the combination of the application of advanced methods of human resource management with the actual national conditions of China and the long-term evolution, human resource management is gradually developed and widely applied in China.

The development of human resource management system in China can be roughly divided into two stages.

The first stage: the human resources concept introduction stage

The country where human resource management has emerged is the United States. Because the United States is the economic economy as the main body of the economic operation mode. Therefore, the United States paid attention to and found

a close and inevitable connection between employees and enterprises. When the human resource management system has developed to a certain scale and state, China began the introduction of human resource management system and the penetration and re-education of relevant knowledge. It is expected to use scientific management methods to scientifically control the relationship between employees and the enterprise. And gradually established the relevant departments, such as labor and management department, mainly engaged in human resources management and deployment, assessment and salary payment of personnel resources archiving and other work. The work content is relatively single and repetitive, mainly applied to government enterprises and large state-owned enterprises. With the deepening of the research on the concept of human resource management system, we began to discard the mechanized operation of human resource management. Began an active point of view to see the status and role of people in the enterprise. The content of human resource management is transformed from the management of employee files into the cultivation of employees' ability, and extremely develops the training and education of related technology and corporate culture for employees. At the same time of improving the ability of employees not only improve the intelligence and deal with the relationship between the enterprise and gradually formed a thinking mode of thinking, is the concept of human resource management system gradually deeply rooted in people's hearts.

The second stage: the exploration stage of human resource management

By the 1990s, the work of human resource management in China had gradually been systematic and thorough. Human resource management has gradually developed from the basic level stage of management to the essence and the core level of human resource management. At this time, the government and enterprise related work units on human resource management gradually pay attention to and recognize. While re-examining the discipline of human resource management, we have gradually strengthened the research and construction of human beings themselves. And various colleges have also gradually launched the construction and study of human resource management related subjects. The labor law of the

People's Republic of China issued and approved legal contracts concerning labor arbitration, contracts, and employment in the early 1990s. Is the human resource management gradually toward the professional. Human resource management work is no longer a monotonous document management work, but gradually tentatively launched a series of strategic resources development and related training and performance benefits of personnel management work. At this time, more systematic and advanced human resource management strategies and methods have emerged and gradually applied to state-owned enterprises and the corresponding rapidly developing enterprises. In the enterprise from the real sense of the human-oriented human resource management system related work.

In this process, many explorers of the theory of human resource management have emerged, and the relevant and multi-dimensional theories have been put forward. The comprehensive investigation and research from macro to micro aspects has been carried out, so that the expansion of human resource management theory has obtained an unprecedented appearance and pattern, and achieved constructive results. Among them, make outstanding contributions to the human resource management system research scholars mainly launched about between enterprises and individuals, and the study of the relationship between management and enterprise, and to vision about the above link and the reasonable coordination and development, and with their unique vision and management method set implements the human resource management difficulties and difficulties. Make the human resource management industry on the process of comprehensive development. In recent years, due to the development and progress of China's economic and political thought in many aspects, many research scholars and excellent management theories have also appeared in the management process. In China, we has gradually set up and taught related courses, which has stimulated the progress and improvement of relevant human resource management disciplines. On this basis, many excellent theories and innovative methods of human resource management research have emerged. Human resource management system theory research dimension and depth of development, make the enterprises and organizations fully realize the scientific and importance of human resource management, and launched

to enterprise and organization of production and work in the process of each link and role and process of full research, development, planning, and on the basis of the actual national conditions of our country with breakthrough vision and insight to realize the penetration of the discipline and development in China. Because, domestic human resource management system is still in the primary stage, although a certain development and recognition but there are still many problems and management defects and lack of exploration, so compared with foreign human resource management system theory, there is still a certain bias and management imbalance, on the basis of fully recognized the role of human resource management, should also be fully realize the limitations of human resource management.

The development and development of human resource management in colleges and universities is the terminal and development goal to improve the quality of teachers in Chinese higher vocational colleges and even the coordinated and reasonable allocation of human resource management. With the importance of human resource management in higher vocational colleges, related theoretical research and exploration practice of human resource management activities have also emerged in the academic process. Among them, Zhang Jianxiang put forward the basic management countermeasures and goals for the breakthrough and development of management by quantification in his theory. By quantification the implementation of management policies for higher vocational colleges, which is helpful to improve the understanding and popularization of human resource management in an all-round way. The development of human resource management in higher vocational colleges is highlighted in the following aspects. First of all, the theory and management countermeasures represented by Kang Junfu that take the people-oriented management thought as the basic management concept appear. The reasonable and effective distribution mechanism has profound and necessary management significance and influence on the realization of the goal of higher vocational colleges. Secondly, Liu Shouchao put forward in his human resource management works that the human resource management is the basic and core requirement of improving the human resource management in higher vocational colleges. It puts forward the effective income and even assessment standards on

how to improve the quality of human resource management, and on the basis of the reform, promotion and refinement of the management system, it puts forward the role of innovation on the human resource management system in higher vocational colleges. The introduction of relevant human resource management theories and policies in the daily management of higher vocational colleges in China has played an important role in promoting the improvement and development of the overall educational quality and scope of higher vocational colleges, and transformed the management from complicated steps and processes into practical innovative reform theories. Although the intervention of human resource management system and methods is still in the initial stage in higher vocational colleges, the management of acupuncture higher vocational colleges provides a scientific management system as the support and realizes the combination of related fields, joint upgrading and transformation and innovation, and has become the primary work and basic concept of human resource management.

Research on human resource Management strategy in Higher Vocational Colleges in Guangxi

Overview of human resource management strategy in Higher vocational colleges in Guangxi.

This study mainly uses the relevant theories of western HR management strategies to study the optimization of HR management strategies in Guangxi. Using analysis method and human resource management standard causal model, according to the attributes of higher vocational colleges different types of staff, administrative personnel, professional teachers and auxiliary personnel of colleges and universities have different needs, mainly from: human resource planning, training and development, compensation and welfare management, performance management, labor relations management, incentive mechanism gradually in Guangxi human resource management optimization strategy research, in order to improve the comprehensive competitiveness of higher vocational colleges and social influence.

Based on the reality of talent loss and unreasonable allocation of human resources in Guangxi higher vocational colleges, the human resource management mechanism and the professional anchor of talents are investigated. In higher vocational colleges, the ultimate goal of human resource management is to improve their work efficiency through the rational allocation of human resources, so as to improve the comprehensive competitiveness of higher vocational colleges and realize the efficient, healthy and sustainable development of higher vocational colleges. For example, the role of human resources in performance management in higher vocational colleges: improving work efficiency, enhancing teachers' professional quality, and improving the performance on the basis of incentive mechanism in China's Human Resource Management in Higher Vocational Colleges (2016) As the key to analyze the demand level, the role of modern incentives in human resource management can be clearly seen from the theoretical window. In many human resources planning, training and development, compensation, welfare management, performance management, labor relations management, incentive mechanism research applied to higher vocational colleges of human resource management strategy optimization, clear the nature of human resource management in higher vocational colleges, it is concluded that: in the variables of human resource management in higher vocational colleges, human resource planning is the core of human resource management strategy in higher vocational colleges. Incentive mechanism plays an important role in the human resource management process; Compensation and benefits are an important motivating force, The huge incentive effect of increasing compensation and benefits, The impact of compensation and welfare is determined by the performance management and organizational management system; Training and development are an important factor for higher vocational colleges can survive and develop along the established goals; Performance management is a closed-loop system including performance planning, performance, performance appraisal, performance feedback and performance results application, It is an important link of human resource management in higher vocational colleges; If the human resource planning, training and development, compensation and welfare management, performance management, labor relationship management, incentive mechanism and other human resource

management factors are scientifically coordinated and optimized, Can improve the level of human resource management in higher vocational colleges, To achieve the strategic goals of higher vocational colleges and set.

In conclusion, the study on the optimization of human resource management in higher vocational colleges in Guangxi has obtained theories, samples and designs mainly established by Western and Chinese scholars. On the basis of previous research, we carefully compared the problems in the optimization of human resource management in Guangxi higher vocational colleges, developed the advantages of model construction and optimization mechanism design, and studied and designed them under the complex environment with various factors, different types and different levels. The limitations of China's human resource management system are mainly reflected in the characteristics of short time, heavy task and wide scope. Therefore, in the process of its development, it needs to learn from and expand the existing formed theories. Compared with the western human resource management system, China's human resource management is still in many weak links. Therefore, it is feasible and necessary to learn from the western human resource management system appropriately.

Research perspective of human resource management strategy in Guangxi Higher Vocational Colleges

The research perspective of human resource management strategy in Guangxi higher vocational colleges is mainly divided into three aspects: theoretical perspective, classification perspective and critical perspective.

Theoretical perspective is analyzed through a certain theory as a medium of comparison and analysis. Through the way of theoretical analysis, the verification of another theory is helpful to reasonably and effectively analyze the existing research content and topics from a scientific perspective and comment method at the height of the theory. The analysis of human resource management from a theoretical perspective can make the research station upgrade and expand the existing research from a theoretical perspective. Using previous theories to make comprehensive and rational use of the existing problems, and improve the breadth and depth of the existing stage research, so that human resource management research is always at

the forefront of science. At present, many theories of human resource management in Guangxi higher vocational colleges are also based on demand theory, expectation theory, double-factor theory, fairness theory, interpersonal relationship theory, frustration theory, etc. The basis of these theories is mainly from the internal and external. The internal theory is mainly in higher vocational college staff as a research sample and starting point, from the staff internal motivation as a starting point, to strengthen the construction of internal quality at the same time, accelerate their own spiritual civilization construction and improve the dedication from internal environment in higher vocational colleges, and as a lever balance practical interests and spiritual needs two aspects. The external motivation mainly comes from the common theoretical effect on output produced by the intersection of higher vocational colleges and individuals, and forms a collection of external factors based on performance and benefit in the gradual friction and communication. In addition, the intersection of external factors should balance between vocational colleges and staff in the collection, with the common interests and output as the actual measurement standard, and the packaging with the corresponding theories, so as to form a reasonable matching and coexistence mode between vocational colleges and staff from the internal environment to the external environment. The relationship between higher vocational colleges and the faculty and staff is sorted out and rationally planned by scientific theories, and finally form the optimal allocation of human resource management.

The classification perspective is to judge the relationship between the two by means of classification. In the comparison of judging the relationship, the main aspects of the research are revealed. In fact, there are complex emotions and connections between the staff and higher vocational colleges. In the process of interaction between higher vocational colleges and faculty, higher vocational colleges give certain compensation and remuneration to staff. In the process of a series of compensation and remuneration, there are various factors that can affect the final interaction between higher vocational colleges and the staff. Therefore, from the perspective of classification, by classifying and dividing the interaction factors between higher vocational colleges and teaching staff, we can directly find the

decisive interaction factors between the two. In the process of coordination and management of higher vocational colleges and teaching staff, the rational application of these interactive factors is conducive to the smooth and efficient development of human resource management in higher vocational colleges.

The critical perspective adopts new methods and viewpoints to expand the analysis of the research objects. This research perspective abandons the previous research defects, and uses unprecedented views and methods to adopt a new pattern positioning of the research objects. Human resource management has always been in the defect stage of old age and lack of flexible application. Based on the complexity of human resource management, the adoption of fixed management mode will only reflect a part of the management function, and cannot fully dig out the real initiative and shaping of the management function. Therefore, using new methods to fill the resource management is helpful to higher vocational colleges to improve the self-initiative of human resource management, and has a certain promotion and practical value for coordinating the relationship between enterprises and workers.

Therefore, from the above viewpoints and perspectives, the study on human resource management in Guangxi higher vocational colleges can comprehensively and concretely reveal the relationship between higher vocational colleges and staff. The relationship between higher vocational colleges and teaching staff is always in the process of linkage mechanism. At the same time of the unilateral change and reform of higher vocational colleges, it can give full play to the enthusiasm of the staff and increase the work benefits accordingly, and promote the healthy, efficient and sustainable development of higher vocational colleges.

Analysis of human resource management strategy in Guangxi Higher Vocational Colleges

The number of elements

due to the depth and breadth of the survey, a relative number of personnel and post allocation was used. But due to organizations and individuals, and even the different between various organizations, so the ratio relationship has its particularity and universality, to some extent can illustrate the application of human resource management in higher vocational colleges, and can reflect the actual problems, but still need special problems on the local situation of special treatment.

Quality elements

The development of quality elements includes the harmonious matching relationship between individuals and organizations, and between individuals and individuals. Among them, the matching relationship between individuals and organizations is mainly reflected in whether the individual moral character and technical quality meet the needs of the development of higher vocational colleges. Therefore, in the environment of considering the ratio of personnel, we should first position and survey the comprehensive quality of individuals, analyze the research results and divide the personal related ability and the future development direction with the fit of higher vocational colleges. In addition, the position and role of the corresponding position in the organization are evaluated and reasonably positioned, and in the process of human resource management, the position and individuals are well developed in the coordinated and reasonable development. Secondly, the matching relationship between individuals and individuals is mainly reflected in whether the performance and ability of individuals in the organization and the influence meet the needs of the current organization, whether they can produce a certain degree of adhesion with other individual members and make their own ability to play into the post and operation process. Human management is the core and concrete embodiment of human resource management. It both occupies the subject position and has its universality. Due to the differences in individual living environment and even working environment, the management between people is in

a complex management process and system. Therefore, the coordination between individuals is the primary condition for higher vocational colleges to solve the balanced relationship between individuals and organizations. The human resource management in higher vocational colleges shows different trends in the management results between staff and organizations. The optimized human resource management strategy is prominent in higher vocational colleges as the harmony between staff and organizations, mutual encouragement, encouragement, unity and positive development. Therefore, the degree of optimization among individuals reflects the results of the overall optimization within the organization of higher vocational colleges, and reflects the relevant ability of human resource management and the degree of implementation and counteraction of human resource management in higher vocational colleges.

Construction and application of human resource management strategy research in Guangxi Higher Vocational Colleges

The human resource management strategy of Guangxi higher vocational colleges is a study of the whole process of human resource management, as well as reflects the connection between various departments and related theories in the research. Not only reflects the human resource management mechanism in higher vocational colleges and its operation method, and provide certain theoretical basis and solution, embodies the application of human resource management theory in higher vocational colleges, also for the future human resource management in higher vocational colleges in the actual project and strategic goals should improve the reliable guarantee. In the research highlights the static model application in human resource management, the application of the static model mainly in human resource management system as the foundation and expand the core system, and the human resource management in Guangxi vocational colleges in the process of development of related theory as a development branch, and in the core and establish network connection between the branches. On the surface, the whole research structure diagram is in a static state, but in fact, there is a dynamic operation relationship between each link and the connection. One link is attached to the other link. A link is

in the middle link of the whole management process, rather than a single and independent link. Therefore, the static trend reflects a certain curing norm, and in the corresponding process processing in the ecological trend. Only by using the theory of combination of static and static, can we reflect many aspects of substantive problems from both static and dynamic aspects.

Higher vocational colleges in Guangxi higher, human resource management, the important influencing factors are mainly reflected in the internal environment and external environment. External environment refers to the external environment coming from the core part of the human resource management mechanism. The external environment not only reflects the humanistic and political and economic factors, as well as the infrastructure construction provided by the organization and higher vocational colleges. The internal environment mainly refers to the core internal environment of human resource management. The internal environment mainly involves the projection of higher vocational colleges, as well as the personal staff and even social economy and culture. The internal environment is in the main link of the human resource management mechanism in higher vocational colleges, and plays a major role. Involved about the system, economy, culture, strategy and other levels. Because the internal and external environment of human resource management in higher vocational colleges is in the relationship of mutual penetration and cooperation, it is impossible to use the causal contact method to tell the problem and find solutions to the problem. Intrinsic factors are mainly spiritual and no substantive factors. It is reflected in the real life, including the habits, preferences, dreams, expectations and other aspects of the staff. External factors are mainly related to employees' physical practice, such as welfare, salary level, treatment, etc. The subject of human resources research from the perspective of higher vocational colleges is mainly reflected in the spiritual and material levels. The spiritual level is roughly the image, sharing mechanism, contribution value of the society and the staff, as well as the vitality and creativity in the economy. The material level is reflected in the feedback to the society, and the material help given to the infrastructure and the society. Therefore, before dealing with and locating the content of human resource management, it is necessary to have a clear, specific and

detailed analysis and positioning of higher vocational colleges and teaching staff. Therefore, the reasonable division and implementation of the research content are the reality of the whole project.

Therefore, it is an effective way to plan the human resource management well to solve the complex problems in the process of human resource management. The quality of planning directly reflects the development trend and state of individuals and organizations and higher vocational colleges in the society. Human resource management planning in higher vocational colleges is a detailed work, which reflects the related and indirect related terminal problems in the static model from the specific level and puts forward corresponding solutions. Planning is a reasonable and effective application of internal and external resources. Only with correct planning and active and effective implementation, making the basic goals of higher vocational colleges at the same level, is the key to evaluate the survival of the fittest in the whole management process, and is also the main model and thinking of this research.

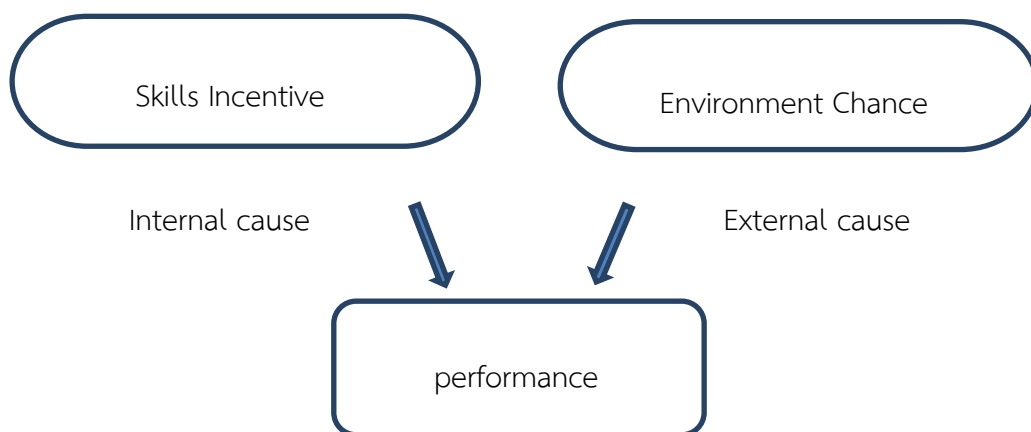


Figure 2.1 Performance management model diagram

The dynamic and static models of HRM are relative. Because the world is in a unified contradiction, and human resource management belongs to the category of the world has learned, and gradually play its role and effect. Therefore, for the application of human resource management in colleges and universities, we should

also fully understand and understand the actual problems existing in the human resource management system. Only by understanding the existence and unity of contradiction can we study the human resource management system in the efficient process. In the real-time and false matching process, due to the influence of various factors such as politics, economy and culture, the matching equalization relationship is in the process of continuous change and development, so there is no optimal state of human resource management that only exists in the state of relative optimization. Reasonable and dynamic management models should always be in a closed state, with their own starting point and end point. Due to the clear starting point and the clear and rationalization of target division can directly lead to clear and smooth management results. Therefore, the study of the mobile dynamic model from the starting point to the end point is an expansion and supplement to the static model management methods and ideas and plays a certain effect and role.

Problems existing in the human resource management strategy of Guangxi higher vocational colleges

The development of human resource management in higher vocational colleges is still in the primary stage, so there are some problems. Because the dimension and management direction of human resource management in different colleges have their own characteristics, the problems reflected in different colleges in the management process of higher vocational colleges are different, but they still have similarities and common points, so they are basically reflected in the following aspects.

The concept of human resource management is relatively backward

Due to the development of human resource management in China, many ideas and their theoretical concepts are relatively lagging behind. Some higher vocational colleges think that the application of human resource management in higher vocational colleges does not play a fundamental role, so it has a certain neglect while promoting the relevant policies of human resource management. However, because the current level of science education and the knowledge inflow and outflow of higher vocational colleges are affected by the political and economic factors of the overall environment, so the management of higher vocational colleges

should also keep up with the trend of The Times. Due to the lack of understanding and attention of higher vocational colleges, the progress of human resource management in higher vocational colleges is slow, which is one of the reasons for the slow development of human resource management in higher vocational colleges. To some extent, the old management system can adapt to the management of the staff at a certain stage, but compared with the avant-garde management theory, the old management system still has many limitations and development obstacles. Due to the rapid development of digital, in higher vocational colleges introduced related digital teaching mode and way there are necessary and feasible trend, and the introduction of digital teaching mode reflects the characteristics of modern staff time and flexibility, based on the basic situation of the staff and students and the understanding of human rights gradually improve the social situation, a reasonable and effective relatively flexible and free scientific management measures and methods of human resource management is more helpful to improve the psychological quality of the staff and job satisfaction. Compared with the old teaching mode, equipment and management methods, there is no bridge and channel for smooth communication between individuals and organizations, so the management after the event is the most important method of the original management mode. Management after the event is one of the means of human resource management, but it has its passivity and lacks some subjective initiative. It can be seen that the application of human resource management in higher vocational colleges is still in a relatively backward stage.

Lack of human resource planning

At present, the human resource management in many higher vocational colleges is in the management after the incident. And things happen in the category of accidental or random state. The human resource management in many higher vocational colleges only realizes the existence of potential problems after the occurrence of events, which has a certain control effect on the post-management, but lacks the subjective initiative of human resource management. Only by making reasonable planning and allocation of human resources can the human resource management of higher vocational colleges be in a state of efficient operation.

Human resource management mainly involves the following links: the first is the recruitment and allocation link. The main work of human resources in higher vocational colleges is to run around the supplement and flow of personnel. The main operation purpose is also to fill the vacancy in the position. Based on the current shortage of talents in the current recruitment market, the recruitment enterprises will be unable to timely supplement the talent vacancy. Therefore, the formulation of relevant rules and systems in higher vocational colleges helps to improve the control mechanism of human resource management. The second link is the training and development link. The training of teachers and students in higher vocational colleges mainly involves the entry stage of new teachers. For some senior employees, the opportunities to train are in a relatively weak state. Because the old employees and the human resource management department are familiar with each other, even if there is a training content and plan, in order to maintain the harmonious relationship between the old employees in the actual training process, the human resource management cannot fully play its management function, but will play a role of mutual coordination. The formation of this coordination relationship is not conducive to the real and effective human resource management of human resource management. Therefore, the formulation of relevant rules and making the rules transparent and streamlined will help the relevant departments of human resources to develop their control mechanism, so as to avoid the inability of human resources in the training and innovation links. In addition, human resource management also involves performance management. Performance management is the most basic function of human resource management in the initial state. Therefore, due to the limitation of the length of implementation in this link, it is reasonable and feasible in the formulation of rules and the input and output of reports. Because performance management has always used the original management rules and systems, it has certain blindness and inauthenticity. In the new period of gradual improvement of human resource management, the formulation of more clear performance management rules is helpful to adapt to the current scoring rules and status quo of the performance of higher vocational colleges. Therefore, in the human resource management of higher vocational colleges, it is necessary to formulate relevant rules.

The employment system is a personnel management system in which the unit and the employee, according to the principle of "equality, voluntary and consensus", determine the working relationship between the unit and the individual through signing the employment contract, and clarify the responsibilities, obligations and rights of both sides. In recent years, the Ministry of Personnel has clearly put forward to introduce a competition mechanism in public institutions, break the system of cadre identity tenure, and implement the full appointment system. However, in the specific implementation of higher vocational colleges, the employment system does not achieve the expected purpose.

At present, there are many problems involved in the human resource management in higher vocational colleges, most of which come from the allocation of teachers and the system, which cannot meet the development needs of the current education stage, and the system cannot meet and cover most of the situations involved in the production and life of the teaching staff. As for the employment system, the principle of equality and voluntary is still used in higher vocational colleges. After signing the labor contract, it is proved that teachers are recognized by the colleges and can pay a certain labor force for higher vocational colleges within the contract period as the purpose and main means to realize the labor contract. Due to the influence and restriction of several factors, the system is unclear and the implementation is not in place in the employment stage. The problem of the inadequate implementation of the employment system is mainly reflected in the following aspects: First, due to the excessive behavior of the teacher management team, leading to the fuzzy and opaque situation of the relevant system driving. In the recruitment process, the final process of hiring teachers will be gradually applied to the terminal for review and confirmation, and the relevant scientific and reasonable employment means and measures are ignored. Because terminal leaders in the employment process review only with reference to digital tables and related documents, the lack of understanding of teachers' overall quality and technical level of basic positioning, so easy to ignore the teachers' own will and demand, resulting in the inability of hire and teachers ability to display, for the employment system of higher vocational colleges is unclear and not scientific for

teachers and colleges will cause a lot of losses. Second, due to the understanding of responsibilities is not thorough and curing state, easy to cause recruitment to teachers cannot really play a coordinating role of jobs, cannot perfect filling job demand, due to the early recruitment of unclear responsibility division, will cause the late teachers in the process of teaching education produce larger deviation and misunderstanding, so easy to cause teachers' responsibilities and actual influence contradiction and conflict between the results. Therefore, the post refinement and scientific management is another urgent need for human resource management in higher vocational colleges. Finally, due to the limitation of management system, makes a number of jobs and teachers affected by serious negligence and extreme, thus to higher vocational colleges in the process of teaching content easy to produce on the staff enthusiasm and restrictions, so the smooth of human resource management in higher vocational colleges plays a relevant and important role.

Lack of systematic and innovative teacher vocational training and development

Innovation is the embodiment of the vitality of enterprises and organizations, so highlighting the value of innovation in the management is helpful to promote the management activities and measures to develop in a positive direction. In higher vocational colleges about innovation activities and teaching arrangement helps to improve teachers and students' creativity and learning motivation, and due to the seriousness of education in higher vocational colleges, many higher vocational colleges lack of training and development of higher vocational colleges, thus limiting the development of development and progress of human resource management, make the management in higher vocational colleges is always at the end of the training and management. Higher vocational colleges should be the pioneers and expansion of training and management, therefore, the scientific management of human resources in higher vocational colleges is helpful to promote the development and progress of the innovation ability of higher vocational colleges.

Performance appraisal mechanism is not sound

Due to the particularity of the teacher work in higher vocational colleges, there is a relatively stable state of mobile small positions. In higher vocational colleges, there are a relative number of qualified senior teachers, and the senior teachers have a considerable understanding of the daily life of the colleges and even the management system and management personnel and their departments. As the old teachers always follow the old teaching methods and systems, to some extent, it is not conducive to the dissemination of scientific and cultural knowledge in The Times. Although the lack of scientific knowledge of The Times continues the theme and ideas of teaching textbooks, they lack of relative flexibility and relevance with the society. Therefore, colleges can help this part of teachers to change their original education and teaching ideas and improve their teaching rigor through the training and assessment mechanism. However, in the process of implementing the assessment and training, the familiarity of senior teachers with the assessment personnel and the auditors exceeds the importance of the examination results, so the limitations and invalidation of the assessment mechanism among the above groups. Therefore, it is of great significance to solve the relevant problems existing in higher vocational colleges.

Unscientific management of compensation and welfare

In addition to improving the competitiveness and improving the performance of employees, higher vocational colleges should also improve the working happiness index of employees. However, according to the survey, the job satisfaction of the staff in Guangxi higher vocational colleges is generally relatively low, and the low happiness index of the employees directly leads to the high turnover rate of talent resources. Theoretically speaking, it should be fair, fair, scientific and reasonable. However, higher vocational colleges often have certain tendency in the distribution system, such as educational orientation in salary distribution; for technological innovation, the salary system can have technical tendency; such as performance appraisal, other forms include post tendency and job tendency. These behaviors often cause the dissatisfaction of the non-inclined groups, believing that the wage system is unfair. At the same time, we also found that under the traditional system, factors that play an important role in salary, such as length of service, play almost no

role in today's wage system, with direct factors such as education, position and performance affect the amount of salary income.

Lack of labor relationship management

Labor relationship refers to the relationship between the enterprise and the laborer and exercising the rights and obligations between the two. At present, in higher vocational colleges, workers and enterprises are in the current situation of unilateral contract performance. In the process of maintaining the labor relations, the workers have always been in a weak state. Because from the signing of the labor contract, the laborer began to work to the labor relationship has a long time and process. In the overall process, there are several small branches. Due to the influence of individual workers, including psychological, personality and emotional factors, workers will appear several problems in the signing link of labor relations alone. However, because there is no certain norms and norms for the signing of domestic labor relationship contracts, legal issues about the signing of labor contract contracts emerge in endlessly. When the labor relationship extends to the work, it involves the mutual influence and friction between workers and colleges, workers and students and working environment, the result effect will occur. In the current state of labor relationship, it also involves hierarchical relations and several uncertain factors. Therefore, the implementation of labor relations management faces great challenges in the human resource management, especially in the management of the colleges. In order to sort out the labor relationship between workers and higher vocational colleges, it is necessary to adopt the hierarchical and progressive mode to intervene.

At present, labor relations are mainly reflected in the following aspects: the subject is different. Due to the differences in the teaching conditions and strength of various higher vocational colleges, it is impossible to carry out reasonable allocation of human resource management for different levels of higher vocational colleges. And there are several differences in the main body of various higher vocational colleges. The differences are mainly reflected in that some higher vocational colleges prefer to skills, while some higher vocational colleges prefer to language, with different emphasis. Due to the differences of different subjects, the requirements for

workers are also different, so there are obvious differences in labor relations between different subjects. Therefore, the human resource structure constructed by different subjects is also different. Under different demand modes, it is impossible to carry out unified planning and management of human resource management, so it is difficult to avoid the unfairness caused by human resources in the branches of different subjects. Therefore, there is a lack of balance between the complex subjects. Second, the relationship is different. Human resource management involves different stages of employment, and the requirements for talents are also different at various levels, so there are different dimensions of employment relationship. Human resources are faced with many changes and contradictions between management and balance of talents. However, the contradictions between workers are mostly in the hidden state, and they are also in the uncontrollable areas in the changing relationship. Especially in higher vocational colleges, this situation and the problem are more prominent. In addition, human resource management also involves the stability of relationships and different treatment. In short, due to the complexity and multi-level of the current labor relationship, the lack of all links of human resource management is caused, so a good job in human resource management can be planned from the above levels, and the instrument can realize the long-term effect of human resource management.

Lack of incentive mechanism

In the previous production and life of the management of higher vocational colleges, there are essential differences and differences in the personality of the managed and the relevant positive incentive system. Compared with the distribution of a certain welfare system, the development of relative incentive mechanism among teachers and staff is more conducive to the development and promotion of teaching activities in higher vocational colleges. On the whole, although higher vocational colleges have been supported by relevant national policies, compared with undergraduate colleges, there is still a large gap in teacher salary, welfare system, professional title employment, skill promotion and other aspects. Financial support for higher vocational colleges is not strong, and the treatment of higher vocational teachers is low. The design of performance appraisal indicators is not scientific, which

is not conducive to the reasonable determination of teachers' remuneration according to the principle of distribution according to work. At the same time, teachers' promotion, appointment, training and other work related to the growth of teachers and improve the enthusiasm of teachers' work will sometimes appear more human than the provisions, leaders speak out.

Lack of scientific management of teachers' career

In the higher vocational colleges in Guangxi, quite a few colleges and universities believe that the teacher position is the business and scope of individual teachers, and do not closely combine the future development direction of teachers and the whole colleges with the personal quality of teachers, so there are certain one-sidedness and unpredictability. The training and re-education of career-related concepts in the classroom can comb out a considerable number of teachers' careers and rebuild their dreams. After understanding the beginning and end of their career, it is easy for some teachers to organically combine the current future development direction of the colleges, and do a good job of personal positioning in the future development direction of higher vocational colleges. It is helpful for the teaching staff to understand the results of their teaching activities, and to fill in more about the teaching activities in the teaching activities. Therefore, the sorting and training of relevant teachers' career in higher vocational colleges is helpful to improve teachers' subjective initiative and work interest.

The research shows that in the highly competitive environment, higher vocational colleges want to attract more excellent talents and improve and maintain the core competitiveness, and the optimization of human resource management strategy is a very key link. The optimization of human resource management strategy is in line with the vital interests of higher vocational colleges in the fierce competition environment. Some of higher vocational colleges human resource management, management mode thinking is still dealing with traditional stage, focus on the previous human management work, lack of understanding of new era of human resources concept and with into consciousness, even some leaders will think that the key to solve the problem is money, money is also the main power to maintain long-term high-speed development of higher vocational colleges, the lack of money is the

root of limiting the development of higher vocational colleges. Therefore, neglecting the high-quality teachers is the key to the healthy, efficient and sustainable development of higher vocational colleges. Furthermore, it ignores the optimization and innovation of human resource management strategy in higher vocational colleges, which leads to the loss of high-quality human resources, which seriously restricts the development of higher vocational colleges and thus reduces their core competitiveness.

Taking five private universities in Guangxi as samples, this study understands the level of human resource management strategy of higher vocational colleges in Guangxi, and analyzes the problems and differences in human resource management mechanism through investigation, questionnaire survey, interview and data analysis. Formulate a set of optimization strategies suitable for the human resource management mechanism of Guangxi higher vocational colleges, so that higher vocational colleges can achieve strategic goals and sustainable development, and provide reference.

Related research

Research on human resource Management strategy in foreign higher vocational colleges

The human resource management of foreign higher vocational colleges is at a relatively advanced level, and it has a certain subjective initiative. It has a certain competitiveness in many aspects of human resource management. Due to its historic promotion and development, it has established a powerful data processing mechanism for human resources, including human resource management, the risk control and management mechanism of workers, and the inner construction mechanism of workers.

The United States has launched a "4p" management mode, which combines quality management, post management, performance management and salary management. This model takes people and enterprises as the core of the evaluation and management of workers. The implementation of 4p management has added the

humanistic care. The management of workers' quality is a kind of improvement and progress. Workers are the only subject that can play the role of subjective initiative in the life and operation of enterprises. Therefore, the monitoring and management of all activities and events around the initiator of the action helps to fundamentally improve the substantial progress brought about by the management (Yu Chunliu, 2017)

On the premise of the legalization of the employment mechanism, American public universities have built a scientific teacher flow chain and conducted accurate management of teachers through the reasonable connection of the three links of teacher entry, maintenance, and exit (Shao Fang & Sun Haihang, 2022). Since the formulation of the United States Constitution, with the gradual progress and improvement, a relatively advanced and humanized management system and system has been formed. Due to the relatively sound legal system, there is also a relatively reasonable planning in the legal system of laborer employment, and it has penetrated into all levels and stages of enterprise and colleges management. In terms of human resource management, American universities have implemented the process of planning according to the mobility of talent. The process from employment to dismissal stage has a rich constitution and measures. In the United States, the process management with employment state is adopted in universities, which is the centralized embodiment of people-oriented and core.

Among them, the development of human resource management in Germany is mainly reflected in: especially in the process of higher vocational college education, reflecting the essence of people-oriented and student-oriented. Among them, the basic core of the church is developed in higher vocational colleges, which fully stimulates students' interest in learning, not only improves students' independent innovation ability, but also improves students' learning efficiency while activating the atmosphere, but also cultivates students' independence, creativity and participation unconsciously. In student-oriented learning mode, inspired the students' divergent thinking, from all aspects of students to guide and expand, make students active into the teaching system, eliminate the students' passive, is conducive to students' physical and mental development, for human resource management of

teaching activities in higher vocational colleges, provides a certain reference (Zhang Ping, 2013).

Current situation of the development of human resource management in Singapore, make full use of the current development goal of high-tech means, positive innovation and upgrade of human resource management system, and promote the measures to the higher vocational colleges, make the human resource management in higher vocational colleges in an advanced, convenient and intelligent management level. The implementation of intelligent human resource management system in higher vocational colleges not only simplifies the cumbersome process in the process of human resource management, but also reduces the friction and contradiction between people in the human resource management, so that the human resource management is truly separated from the complicated statements. It has formed a cross-era, integrated management and innovative management system and model, which has a positive impact on the promotion of the world education system and model (Sun Jing, 2018).

Research on human resource Management strategy in Domestic Higher vocational colleges

In fact, there are some problems of human resource management in domestic higher vocational colleges, such as the lack of senior talents, excessive labor force, and excessive management and service labor force. As the above problems lead to the phenomenon of excessive labor intensity and low work efficiency, relevant scholars pointed out that the construction and expansion of [8] of senior teacher team should be expanded on the basis of the expansion of the colleges scale and enrollment plan. And through the relevant policies and means to increase the attraction and placement of senior talents, so as to realize the scientific allocation and management of meaningful employees and enterprises as a two-way entry point, to a certain extent to solve the phenomenon of the relative shortage of high-level talents in higher vocational colleges. At the same time, from the treatment and even the psychological construction of the staff for regular training and psychological counseling, and take this as the breakthrough and method of management [9].

As time went on to 1997, some scholars added the performance assessment system to the category of human resource management, and increased the

proportion and intensity of its assessment. The implementation of this policy makes the enthusiasm and enthusiasm of individuals in organizations and enterprises be fully mobilized. Connecting performance with the content and form of work is to give appropriate pressure to individuals from the outside world, and to continuously and regularly develop [10] under the support and encouragement of certain pressure. The improvement of the assessment system and the continuous upgrading of the application also have the basic assessment stage, which is transformed into the status of individuals in the organization and enterprises and the basic basis of relevant grades. In higher vocational colleges through the performance appraisal system, on the one hand, make the staff to correctly understand their ability and skills of stage and level, on the one hand, can through digital evaluation means to enhance their desire and interest about self improvement, from the side stimulated the personal ability enhancement and dream means and in the process increased the value of the enterprise income and social status, etc. Due to the difference in performance assessment standards, the healthy internal competition of participating employees is led. Behind the positive competition is the source power of innovation and the main productivity. Therefore, it has certain practical significance to strengthen the application of performance assessment in human resource management [11].

Until 2015, some scholars proposed to establish the reference of human resource management system in higher vocational colleges. The application and expansion of human resource management were started in higher vocational colleges. Open the application of human resource management in colleges and universities. Due to the particularity of higher vocational colleges, which is not only the seller of human resource management discipline and the application of human resource management discipline, strengthening the improvement of human resource management mechanism in higher vocational colleges is helpful to fundamentally promote the use and development of human resource management in colleges and universities. The coordination of human resource management mechanism and even many aspects of ideas and methods in higher vocational colleges is helpful to affect the development and reconstruction of the whole human resource management system. Therefore, the scientific and effective mechanism not only plays a role of

connecting the past and the future in the process of human resource management, but also provides the premise and foundation for the normal, orderly and healthy development of human resource management. Strengthening the self-management ability of human resource management department and strengthening the quality of managers is the most fundamental way to solve the human resource problem; establish a scientific and effective incentive mechanism and strengthen the information construction of human resource management and realize resource sharing.

In 2020, some scholars pointed out that the performance appraisal feedback mechanism has been introduced in human resource management. The standard and only purpose of performance appraisal is to obtain results, so the result feedback mechanism is an important application of performance appraisal in human resource management and has become an indispensable main link. The result feedback mechanism plays a more reasonable and effective allocation of personnel matching and coordination and reasonable application. It plays an important role in the mobilization of human resource management. The application of the result feedback mechanism in human resource management provides an effective guarantee for the continuous input and output of high-level talents in universities. In the current development, higher vocational colleges should learn to actively adapt to the society, accurately position the training objectives of higher vocational colleges under the guidance of vocational education theory, and clarify the corresponding educational concepts.

Wang Ying's Innovative Construction Method of Digital Curriculum of Human Resource Management in Higher Vocational Colleges (2019) Digital course draws lessons from the concept of open education, and with the support of information infrastructure, all kinds of professional teaching resources are processed, processed and produced digitized for learners to learn. Digital courses can create an "subjective", "interactive", "dynamic" and "open" environment, and improve the learning efficiency through online learning + offline discussion, which has an important guiding significance for the independent learning of students in higher vocational colleges.

The Application and Exploration of Human Resource System in Higher Vocational Colleges (2020) From the aspect of digital campus construction, human resource management is based on information technology, highly integrated with human resource information, liberating managers from tedious daily chores, and greatly improving the efficiency of human resource management. The paper emphasizes that in the construction of digital campus, priority should be given to the construction of the main data platform and human resource management as the main data source system.

Through the research and exploration of human resource management related theories conducted by the above scholars, a series of processes of human resource management from the initial stage to the development stage are shown, which are extremely explicit and implicit conditions. Scholars' research on the expansion of various dimensions of human resource management has promoted the smooth, healthy and perfect development of the human resource management system in China. As the human resource management system is still in its initial stage in China, it will encounter limitations and problems to some extent. In the process of continuous improvement of the human resource management system, the corresponding problems have been supported, expanded and solved by the corresponding theories. Therefore, it is the trend and direction of human resource management system to find and solve problems in the continuous development. Therefore, the application and expansion of the human resource management system for domestic and foreign scholars at home and abroad is conducive to the human resource management system to play its status and role in the world, and to promote the health and prosperity of the global economy in a scientific way.

Chapter 3

Research Methodology

In order to study the optimization strategy of human resource management in Guangxi higher vocational colleges, this paper adopts a variety of research methods from the following aspects: 1) to study the level of human resource management strategy in Guangxi higher vocational colleges, 2) Study the strategy of human resource management in Guangxi higher vocational colleges, 3) To evaluate the feasibility of human resource management optimization strategies in Guangxi higher vocational colleges. The researchers conducted the study through the following steps:

1. The Population / sample group
2. Research tools
3. Data collection
4. Data analysis

The Population / sample group

The Population

The number of this study were administrators, full-time teachers and auxiliary teaching staff of 5 higher vocational colleges in Guangxi, totaling 795. These positions are the main participants in human resource management in higher vocational colleges in Guangxi.

The Sample Group

The sample of this study was 148 administrators, 214 full-time teachers and 63 Teaching auxiliary from five higher vocational colleges in Guangxi including Nanning Vocational and Technical College, Guangxi Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College, Guangxi University of the Arts Vocational and Technical College, Guangxi Construction Vocational and

Technical College, total 425 people. The sample group adopts stratified sampling method, takes subject as the classification standard of higher vocational colleges, and selects one vocational college in each subject type, so that the sample covers all subject types. Meanwhile, if the subject type or college type is the same, preference will be given to higher vocational colleges with a long history of education.

Interview groups

In this study, administrators, academic professors, full-time teachers, and teaching assistants with more than 5 years of service were selected from Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College and Guangxi University of the Arts Vocational and Technical College by random sampling method. Each university has 4 people, a total of 12 people.

Evaluation group

This study invited human resource management experts, scholars and leaders of human resource management in Guangxi to evaluate the feasibility of human resource management of higher vocational colleges in Guangxi.

Research methods and steps

A variety of data collection methods and research methods were used in this study. The data used include quantitative data and qualitative data to test and determine the correctness of the data. Designed a questionnaire survey of human resource management strategies of Guangxi colleges and universities, carried out a questionnaire survey on the management personnel, full-time teachers and Teaching auxiliary of five higher vocational colleges in Guangxi with different professional attributes (Nanning Vocational and Technical College, Guangxi Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College, Guangxi College of the Arts Vocational and Technical College, Guangxi Construction Vocational and Technical College). At the same time, the structured interview questionnaire is also designed, and the middle managers, counselors and

full-time teachers of Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College, Guangxi University of the Arts Vocational and Technical College and other three vocational colleges were interviewed. There are 4 people in each college, 12 people in total. Through investigation and analysis of questionnaire data, this paper puts forward the optimization strategy of human resource management in higher vocational colleges in Guangxi, and invites 5 experts to evaluate the feasibility of this strategy. This study is divided into four steps:

The first step is to investigate the level of human resource management higher vocational colleges in Guangxi

Various data collection methods and research methods were used in this study. The data used included both quantitative and qualitative data to test and determine the correctness of the data. Design the human resource management strategy of universities in Guangxi, different professional properties of five higher vocational colleges (Nanning vocational technical college, Guangxi vocational and technical college, Guangxi normal college vocational technical education college, Guangxi art college, vocational college construction of Guangxi vocational and technical college) management, full-time teachers and teaching staff launched a questionnaire survey. At the same time, a structured interview questionnaire was designed to interview the managers, full-time teachers and auxiliary staff of three higher vocational colleges, including Nanning Vocational and Technical College, Vocational and Technical Education College of Guangxi Normal University and Vocational and Technical College of Guangxi University of Arts. Each senior vocational colleges has 4 students, with a total of 12 students. After the investigation and the analysis results of the questionnaire data, this paper proposed the optimization strategy of human resource management in Guangxi higher vocational colleges, and invited 5 experts to evaluate the feasibility of this strategy. This study was conducted in four steps.

The second step: interview experts to explore and discuss the formulation of optimization strategies for human resource management higher vocational colleges in Guangxi

Based on the analysis of questionnaire survey results, in order to better collect the shortcomings and improvement measures in human resource management strategies of Guangxi higher vocational colleges, a structured interview was designed, including the main factors in human resource management of Guangxi higher vocational colleges: Human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism, etc. : and put forward improvement measures and suggestions to the nature. The middle managers, counselors and full-time teachers of Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College and Guangxi University of the Arts Vocational and Technical College were selected and interviewed. The content analysis method is used to further sort out and summarize the optimization strategy of human resource management in Guangxi vocational colleges.

The third step: evaluate the feasibility of human resource management optimization strategy in Guangxi higher vocational colleges

This study invited five experts to evaluate the feasibility of the optimization strategy of human resource managements in Guangxi higher vocational colleges, including experts, scholars and leaders of human resource management in Guangxi higher vocational colleges. On the basis of the feasibility of the optimization strategy, the evaluation table is the mean value and standard deviation, which provides reliable basis for the implementation of the human resource management optimization strategy in Guangxi higher vocational colleges.

The fourth step: the optimization strategy of human resource management in Guangxi higher vocational colleges

Through questionnaire survey, structured interview, statistical analysis of data and feasibility evaluation and other methods, this study puts forward the formulation of optimization strategies for human resource management in Guangxi higher vocational colleges from six aspects: human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism and so on, so as to provide a more scientific basis for human resource management in Guangxi higher vocational colleges.

Research instruments

The research tools used in this study include questionnaires, interview forms, and human resource optimization strategy feasibility evaluation forms.

Designing research instruments

Questionnaire

Part 1: Information of the respondent, including gender, age, education level, working years, post, etc.

Part 2: Using 5-level Likert scale, a questionnaire survey was conducted on the level of human resource management in higher vocational colleges in Guangxi. Fill in the form according to the actual situation of human resource management mechanism in the university of the respondent. Rank the relevant content and questions. It is composed of 6 variables: human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism, and each corresponding question is divided into 5 levels.

Structured interviews

Based on the data analysis of the interviewer, this paper sorts out the strategy for development human resource management in Guangxi high vocational colleges and designs the interview content and structured interview table combined with the questionnaire survey.

Evaluate the feasibility of strategy

This study invited five experts to evaluate the feasibility of the optimization strategy of human resource management in Guangxi vocational colleges. The expert members included experts and scholars in Guangxi universities and leaders in human resource management in Guangxi. The evaluation form uses a level 5 rating scale, with levels ranging from the highest, high, middle, low and lowest levels. Evaluation experts can only choose from one level per item.

Check the quality of the research instruments

Questionnaire

After the questionnaire design, to prevent the deviation from the design, this study requires the respondents to the questionnaire, and the respondents, are familiar with the situation of the higher vocational college administrators, counselors and full-time teachers. Secondly, in the questionnaire questions, in addition to very few problems, there is no need to recall or find the previous data problem, this is the second method to prevent deviation. To test the validity of the questionnaire, we invited experts to define appropriate and inappropriate actions, as well as suggestions for improving the questionnaire, taking into account the appropriateness and consistency of each question.

By analyzing the reliability and validity by SPSS27.0, the reliability is greater than 0.9, and the reliability is relatively high and consistent. From the validity of the

questionnaire, the overall KMO of human resource management in higher vocational colleges in Guangxi is 1.00, and the validity of the questionnaire is relatively high.

Structured interview

After sorting out the data analysis results of the questionnaire on human resource management level in Guangxi higher vocational colleges, the researcher designed the interview questions, which mainly focused on the shortcomings of human resource management in Guangxi higher vocational colleges in human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism and other aspects.

Evaluate the feasibility of strategy

In this study, 5 experts were invited to evaluate the feasibility of human resource management optimization strategies in Guangxi higher vocational colleges. The expert members included leaders of Guangxi Education Department, experts and scholars engaged in education management research in Guangxi higher vocational colleges, middle managers and teachers' representatives. The evaluation form used a 5-level rating scale, with the highest level, high level, medium level, low level and lowest level. The assessment specialist can select only one level per item.

Data Collection

Depending on the type of research tool, the researcher designed different steps to collect data. Here are some examples.

Questionnaire

1. Questionnaire design: The researcher designed a questionnaire based on the research objectives and variables under the guidance of the supervisor and submitted it to the graduate college of the university for approval.

2. Questionnaire distribution: On December 7, 2022, the researchers distributed the questionnaire to the administrators, counselors and full-time teachers of 5 sample higher vocational colleges in Guangxi, and emphasized that the interviewees should fill in the questionnaire truthfully according to the content.

3. Follow-up questionnaire: The number of questionnaires collected and the valid sample size were tracked every day after the questions were issued.

4. Sorting out questionnaire data: Sorting out the collected questionnaire data, testing the validity and completeness of the questionnaire, and using SPSS to analyze the complete and effective questionnaire data.

Structured interviews

Based on the analysis results of the human resource management level questionnaire in Guangxi higher vocational colleges, the interview content is designed. Administrators, academic professors, full-time teachers and teaching assistants with more than 5 years' service were selected from Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College and Guangxi University of the Arts Vocational and Technical College. There are 4 people in each university, a total of 12. After the interviews, compile the interviews of the 12 interviewees.

Evaluate the feasibility of strategy

1. Put forward optimization strategy based on questionnaire survey results and structured interview content, and design evaluation table to evaluate its feasibility.

2. Invite experts to evaluate the optimization strategy.
3. Sort through the evaluation content and data.

Data analysis

Questionnaire

After checking the questionnaire for completeness and validity. The researchers divided the data analysis into two steps: preliminary analysis and in-depth analysis.

1. Preliminary analysis: Data characteristics of various research variables were analyzed, and SPSS was used for preliminary data analysis and basic statistical analysis of each variable. Preliminary data analysis is to analyze the personal information of the sample, including gender, age, education level, title, years of work, position status. frequency and percentage.

2. In-depth analysis of the questionnaire: In order to achieve the research objectives, the mean and standard deviation of variables were calculated and analyzed.

Structured interviews

Based on the analysis results of the human resource management level questionnaire of Guangxi higher vocational colleges, the interview content is designed. Administrators, academic professors, full-time teachers and teaching assistants with more than 5 years' service were selected from Nanning Vocational and Technical College, Guangxi Normal University Vocational and Technical Education College and Guangxi University of the Arts Vocational and Technical College. There are 4 people in each university, a total of 12. Through the analysis of the interview content, the author further understood the shortcomings and improvement measures in the human resource management of Guangxi higher vocational colleges, which

provided the basis for the formulation of the optimization strategy of human resource management.

Evaluate the feasibility of strategy

Researchers conduct feasibility analysis on the evaluation content and data, and use statistics to conduct descriptive statistical analysis of the data.

1. Percentage and frequency were used to analyze the variable indicators of human resource management in higher vocational colleges in Guangxi, and the interviewees were taken as samples for information analysis.

2. Mean value and standard deviation are used to analyze the level of human resource management in Guangxi higher vocational colleges.

3. Use the content analysis method to develop the optimization strategy of human resource management in Guangxi higher vocational colleges.

4. Use mean value and standard deviation to evaluate the feasibility of the optimization strategy of human resource management in Guangxi higher vocational colleges.

Data interpretation

In the mean analysis of human resource management level in Guangxi private colleges and universities, the researchers define the standard of data interpretation.

The following are the criteria:

4.51-5.00	Refer to	the highest level
3.51-4.50	Refer to	High level
2.51-3.50	Refer to	medium level
1.51-2.50	Refer to	low level
1.00-1.50	Refer to	the lowest levels

After evaluating the feasibility of optimizing strategies for human resource management in higher vocational colleges in Guangxi, the researchers defined the criteria for data interpretation.

The criteria are as follows:

4.51-5.00	Refer to	the highest level
3.51-4.50	Refer to	High level
2.51-3.50	Refer to	medium level
1.51-2.50	Refer to	low level
1.00-1.50	Refer to	the lowest level

Chapter 4

Results of Analysis

The research in strategies for development of human resource management of higher vocational college in Guangxi. The objectives of this research were 1) to study the level of human resource management in higher vocational colleges in Guangxi, 2) to study the strategy for development human resource management in higher vocational colleges in Guangxi, and 3) to evaluate the feasibility of strategies for the human resource management in higher vocational colleges in Guangxi. The researcher presented the research results as the following:

Part 1: The analysis result about personal information of respondents classified by gender, age, position, education background and work experience. Presented in the form of number of people and percentage.

Part 2: The Analysis result of the level of human resource management in higher vocational colleges in Guangxi. Presented in the form of the average value and standard deviation.

Part 3: The analysis results of interview contents about strategies for development of human resource management in higher vocational colleges in Guangxi. Presented in the form of strategies and masseurs.

Part 4: Feasibility evaluation results of strategies for development of human resource management in higher vocational colleges in Guangxi. Presented in the form of the average value and standard deviation.

Result of Data analysis

Part 1: The analysis result about personal information of respondents classified by gender, age, position, education background and work experience. Presented in the form of number of people and percentage.

Table 4.1 Number of people and percentage of respondents

(n = 425)

	Personal Information	Number of people	Percentage
Gender	Male	241	51.71
	Female	184	43.29
	Total	425	100.00
Age	Under 26 years old	17	4.00
	26 – 36 years old	176	41.41
	36 – 45 years old	179	42.12
	Above 45 years old	53	12.47
	Total	425	100.00
Position	Full-time teacher	214	50.35
	Administrator	148	34.82
	Teaching auxiliary	63	14.83
	Total	425	100.00
Education background	Bachelor's degree	30	7.05
	Master's degree	344	80.95
	Doctor's degree	51	12.00
	Total	425	100.00

Table 4.1 Number of people and percentage of respondents
(n = 425)

	Personal Information	Number of people	percentage
Work experience	1 - 3 years	30	7.06
	3 - 1 years	86	20.24
	1 - 10 years	165	38.82
	10 – 20 years	95	22.35
	More than 20 years	49	11.53
	Total	425	100.00

According to table 4.1, the majority respondents was 241 males, accounting for 51.71%, and 184 females, accounting for 43.29%. Age of mainly respondents was 36 – 45 years old for 179 people, accounting for 42.12%. Position of mainly respondents was full-time teacher for 214 people, accounting for 50.35%. Education background of mainly respondents was Master's degree for 344 people, accounting for 80.94%. Work experience of mainly respondents was 1 - 10 years for 165 people, accounting for 38.82%.

Part 2: The Analysis result of the level of human resource management in higher vocational colleges in Guangxi. Presented in the form of the average value and standard deviation.

Table 4.2 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in six aspects

(n = 425)

Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges		\bar{X}	S.D.	Level	Rank
1	Human resource planning	2.70	1.31	medium	6
2	Training and development	2.97	1.40	medium	5
3	Performance management	3.02	1.40	medium	2
4	Compensation and welfare management	2.98	1.39	medium	4
5	Labor relations management	3.00	1.40	medium	3
6	Incentive mechanism	3.05	1.42	medium	1
Total		2.95	1.38	medium	

According to Table 4.2, the data showed that the level of human resource management in higher vocational colleges in Guangxi in six aspects was at medium level ($\bar{X} = 2.95$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was incentive system ($\bar{X} = 3.05$), followed by performance management ($\bar{X} = 3.02$), and human resource planning was the lowest level ($\bar{X} = 2.70$).

Table 4.3 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in human resource planning

(n = 425)

Human resource planning		\bar{X}	SD	Level	Rank
1	Formulate a plan to balance the supply and demand of university talents	2.20	0.65	Low	6
2	needs of strategic development needs	3.00	1.48	medium	3
3	Adjust according to the changes in the internal and external environment and policy conditions	3.01	1.42	medium	2
4	Reasonable allocation of resources, effectively motivate and develop employees	3.05	1.45	medium	1
5	A scientific and standardized resource allocation management system and operation process have been formulated	2.34	1.46	Low	5
6	Develop various quantitative scientific analysis to predict the supply and demand of human resources	2.62	1.43	medium	4
Total		2.70	1.31	medium	

According to Table 4.3, the data showed that the level of human resource management in higher vocational colleges in Guangxi in human resource planning was at medium level ($\bar{X} = 2.70$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was reasonable allocation of resources, effectively motivate and develop employees ($\bar{X} = 3.05$), followed by adjust according to the changes in the internal and external environment and policy conditions ($\bar{X} = 3.01$), and formulate a plan to balance the supply and demand of university talents was the lowest level ($\bar{X} = 2.20$).

Table 4.4 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in Training and development

(n = 425)

Training and development		\bar{X}	SD	Level	Rank
1	Improve training staff to match job requirements	2.92	1.46	medium	6
2	Improve employees' working ability, knowledge level and potential to play	3.02	1.38	medium	2
3	Improve the adaptability and adaptability of college or individuals	2.98	1.40	medium	3
4	Improve and enhance the sense of identity and belonging of employees	3.08	1.38	medium	1
5	Improve the level of non-institutionalized training	2.94	1.37	medium	4
6	Improve the level of training and development to solve practical problems	2.93	1.43	medium	5
Total		2.97	1.40	medium	

According to Table 4.4, the data showed that the level of human resource management in higher vocational colleges in Guangxi in training and development was at medium level ($\bar{X} = 2.97$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was Improve and enhance the sense of identity and belonging of employees ($\bar{X} = 3.08$), followed by Improve employees' working ability, knowledge level and potential to play ($\bar{X} = 3.02$), and Improve training staff to match job requirements was the lowest level ($\bar{X} = 2.92$).

Table 4.5 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in Performance management

(n = 425)

	Performance management	\bar{X}	SD	Level	Rank
1	Leaders and employees all participate in the performance management system	2.88	1.40	medium	6
2	Can better serve the strategic planning and vision goal performance of the college	2.99	1.44	medium	3
3	Performance appraisal closely related to management by objectives	3.12	1.37	medium	1
4	Be committed to comprehensively improving the communication awareness of managers	3.10	1.41	medium	2
5	Establish an effective performance management and feedback mechanism	3.02	1.42	medium	5
6	Enrich assessment standards	3.04	1.40	medium	4
	Total	3.02	1.40	medium	

According to Table 4.5, the data showed that the level of human resource management in higher vocational colleges in Guangxi in performance management was at medium level ($\bar{X} = 3.02$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was Performance management ($\bar{X} = 3.12$), followed by Be committed to comprehensively improving the communication awareness of managers ($\bar{X} = 3.10$), and Leaders and employees all participate in the performance management system as the lowest level ($\bar{X} = 2.88$).

Table 4.6 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in Compensation and welfare management

(n = 425)

Compensation and welfare management		\bar{X}	SD	Level	Rank
1	Objective, fair and reasonable payment to each employee	3.04	1.37	medium	1
2	Give employees a sense of self-worth and the joy of being respected	3.01	1.36	medium	2
3	Increase employees 'sense of belonging and recognition and support for the university's development strategy	2.94	1.44	medium	5
4	Compensation and welfare management makes employee compensation and benefits not lower than the same industry standard	2.93	1.41	medium	6
5	Different remuneration schemes are designed based on the performance	3.00	1.40	medium	3
6	There is a clear system of reward and punishment	2.97	1.38	medium	4
Total		2.98	1.39	medium	

According to Table 4.6, the data showed that the level of human resource management in higher vocational colleges in Guangxi in compensation and welfare management was at medium level ($\bar{X} = 2.98$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was Objective, fair and reasonable payment to each employee ($\bar{X} = 3.04$), followed by Give employees a sense of self-worth and the joy of being respected ($\bar{X} = 3.01$), and Compensation and welfare management makes employee compensation and benefits not lower than the same industry standard w a s the lowest level ($\bar{X} = 2.93$).

Table 4.7 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in labor relations management

(n = 425)

Labor relations management		\bar{X}	SD	Level	Rank
1	Ensure the mutual choice right of university and employees, and realize the optimal combination of work operation elements	3.10	1.41	medium	1
2	Protect the legitimate rights and interests of the faculty and staff, and fully mobilize their enthusiasm	2.96	1.37	medium	6
3	Leaders improve labor relations within the university and create a comfortable working environment	3.01	1.43	medium	3
4	Leaders improve the quality of work and life of employees and design their careers so that their values overlap with those of the university	3.02	1.44	medium	2
5	Ensure the mechanism for dispute settlement through consultation	3.00	1.43	medium	4
6	To ensure that trade unions play an active role	2.99	1.37	medium	5
Total		3.00	1.40	medium	

According to Table 4.7, the data showed that the level of human resource management in higher vocational colleges in Guangxi in labor relations management was at medium level ($\bar{X} = 3.00$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was ensure the mutual choice right of university and employees, and realize the optimal combination of work operation elements combination of work operation elements ($\bar{X} = 3.10$), followed by a leaders improve the quality of work and life of employees and design their careers so that their values overlap with those of the university

($\bar{X} = 3.02$), and protect the legitimate rights and interests of the faculty and staff, and fully mobilize their enthusiasm was the lowest level ($\bar{X} = 2.96$).

Table 4.8 The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in incentive mechanism

(n = 425)

Incentive mechanism		\bar{X}	SD	Level	Rank
1	Develop relevant material incentives	3.03	1.42	medium	6
2	Develop the relevant spiritual incentives	3.05	1.44	medium	3
3	Develop relevant target incentives	3.06	1.44	medium	2
4	Develop relevant democratic incentives	3.09	1.40	medium	1
5	There must be a sound and scientific incentive mechanism	3.04	1.42	medium	4
6	Incentive mechanism can reflect the humanization	3.03	1.43	medium	5
Total		3.05	1.42	medium	

According to Table 4.8, the data showed that the level of incentive mechanism in higher vocational colleges in Guangxi in incentive mechanism was at medium level ($\bar{X} = 3.05$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was develop relevant democratic incentives ($\bar{X} = 3.09$), followed by develop relevant target incentives ($\bar{X} = 3.06$), and develop relevant material incentives was the lowest level ($\bar{X} = 3.03$).

Part 3: The analysis results of interview contents about strategies for development of human resource management in higher vocational colleges in Guangxi. Presented in the form of strategies and masseurs.

This study provides the information provided by the interviewees through structured interviews. The interviewees were a sample group of this study, including administrators, full-time teachers and teaching auxiliary from 3 higher vocational colleges, including Guangxi Vocational and Technical College, Guangxi Division Queen's College, and Guangxi Vocational and Technical College of the Arts Structured interviews were conducted with 12 middle managers and full-time teacher representatives with at least 5 years of work experience. Based on the interview results, 25 measures are put forward to optimize the human resources management mechanism of Guangxi higher vocational colleges.

Table 4.9 Personal information of the interviewees

No	Name	Position	Work Experience	Workplace
1	Lee x	Faculty and staff	15 years	Guangxi Vocational and Technical College
2	Wang x	Manager	8 years	Guangxi Vocational and Technical College
3	Cheung x	Faculty and staff	10 years	Guangxi Vocational and Technical College
4	Lee x	Teaching support staff	5 years	Guangxi Vocational and Technical College
5	Zhao xx	Manager	20 years	Vocational and Technical College of Guangxi Division Queen's College
6	Liu xx	Teaching support staff	5 years	Vocational and Technical College of Guangxi Division Queen's College

Table 4.9 Personal information of the interviewees (Continue)

No	Name	Position	Work Experience	Workplace
7	Money x	Faculty and staff	12 years	Vocational and Technical College of Guangxi Division Queen's College
8	Week x	Manager	10 years	Vocational and Technical College of Guangxi Division Queen's College
9	Wu xx	Manager	8 years	Vocational and Technical College, Guangxi University of the Arts)
10	Zhao xx	manager	18 years	College of Vocational Technology, Guangxi University of the Arts
11	Wang xx	Teaching support staff	6 years	Vocational and Technical College of Guangxi University of the Arts
12	Zhang xx	Faculty and staff	9 years	Vocational and Technical College of Guangxi University of the Arts

The interview contents are as follows:

Interviewee 1

1. What is your opinion on human resource planning?

I think the human resource management system of our vocational colleges is quite good. Every year, we will carry out human resources planning, formulate the general plan and various business plans, and adjust them according to the changes of internal and external environment and policy conditions. In addition, universities also focus on staff training and development, which can improve employees' working ability, knowledge level and potential play. In terms of performance management, the vocational colleges was able to participate in the organization, leaders and employees, and established the performance appraisal closely related to the management by objectives, which makes me satisfied with the human resource management of higher vocational colleges.

2. What do you think of the compensation and welfare management?

In my opinion, there is still some need to improve the management of compensation and welfare. Although the compensation and welfare management of universities can pay every employee objectively, justly and reasonably, it cannot bring employees too much sense of realization of self-worth and the joy of being respected to them. In addition, the compensation and welfare management of the vocational colleges cannot increase the sense of belonging and the recognition and support of the development strategy of the university. Therefore, I think the higher vocational colleges still need to make some improvements in the salary and welfare management.

3. What challenges and difficulties do you think exist in human resource management?

Vocational colleges HM faces many challenges and difficulties. First, vocational colleges human resources are large and difficult to manage; second, vocational colleges human resource management needs to take into account teaching, research and administration, and balance the interests of all aspects; finally, the human resource management of universities also needs to take into account the changes of industry and society, and needs to constantly update management ideas and

methods. These are the challenges and difficulties that need to be faced in the vocational colleges human resource management.

4. What else do you think needs to be improved in HR training and development?

In my opinion, it focuses on the career development planning and training of employees and provides good promotion channels and training opportunities for employees.

5. How do you think the human resource planning mechanism should be optimized?

In my opinion, higher vocational colleges can improve the talent introduction. For example, they can pay more attention to the potential and ability of talent recruitment, rather than only the experience and academic qualifications. At the same time, they can attract more outstanding talents to join the vocational colleges by providing more opportunities for academic exchanges and project cooperation. In addition, in terms of talent retention, universities can also strengthen their care and attention to employees, and provide more career development opportunities for employees, so that they can have better development prospects and a sense of belonging, so as to better retain talents.

6. What do you think of the managers' business knowledge and legal awareness related to labor relations?

In my opinion, the management personnel are not strong enough and professional enough, and the management style is a little loose.

7. How do you think the incentive mechanism of your higher vocational college will be improved?

In my opinion, relevant policies should be formulated to favor high-level talents, key positions and front-line technical personnel, so as to prevent overstaffing, human relations and relationships.

Interviewee 2

1. Hello, what is your opinion on the human resource planning of our college?

I think the human resource management system of universities needs to be continuously optimized and improved. Although the human resource management system of universities has been relatively perfect, there are still some problems. For example, the talent recruitment method of universities is relatively simple, often only through online recruitment and campus job fairs, which may ignore some excellent talents. In addition, there are some defects in the performance management of universities. For example, the indicators of performance appraisal are not scientific and reasonable enough, and academic achievements are often only taken as the main standard to measure performance, and the influence of other factors is ignored. Therefore, I think universities need to further improve the talent recruitment and performance management system.

2. What do you think of the salary and welfare management of higher vocational colleges?

There are still some improvements in vocational colleges' compensation and benefits management. For example, although the compensation and welfare management of universities can guarantee the basic living needs of employees, there is still a certain gap compared with other industries in terms of compensation level and welfare treatment. In addition, the compensation and welfare management of universities also needs to be more flexible, which can be adjusted according to the performance of employees, and give more rewards and incentives to excellent employees. At the same time, corresponding punishment measures should be taken for incompetent employees. In my opinion, the compensation and welfare management of universities should pay more attention to the contribution and value of employees' work, and adopt more flexible, scientific and reasonable management methods to stimulate the work enthusiasm and creativity of employees.

3. How do you think the human resource planning mechanism should be optimized?

In my opinion, the existing human resource management planning mechanism in higher vocational colleges still has some shortcomings in some aspects. First, our training and development programs need to be more personalized and customized to meet the different learning needs and development directions of our employees. Secondly, our performance appraisal mechanism needs to be more fair and transparent, and the performance appraisal indicators of different positions and businesses should be differentiated and designed to ensure the fairness and scientific city. Finally, we need to strengthen the care and communication of employees, pay more attention to the work and life balance and health problems of employees, so that employees can feel the warmth and care of the organization, and enhance the sense of belonging and loyalty of employees.

4. Do you think the compensation and welfare system needs to be improved? What aspects need to be improved?

Yes, I think our compensation and benefits system still needs to be improved. First, our salary structure needs to be more scientific and reasonable to reflect the contribution and market value of employees. Secondly, we need to pay more attention to the non-economic needs of employees, such as the working environment, cultural environment and other aspects of the satisfaction, in order to improve employees' job satisfaction and happiness. Finally, we need to strengthen the diversity and selectivity of welfare, so that employees can have more choices and participation, so as to enhance their sense of identity and loyalty.

5. Do you have any suggestions for the improvement of business knowledge and legal awareness related to labor relations of managers?

In my opinion, we can strengthen the training of professional knowledge and legal awareness of managers, establish a good management style, and enhance the managers to master the relevant principles and skills.

6. Do you think the labor management rules and regulations of labor relations in your higher vocational colleges are sound? Any suggestions?

I think it is not very sound, we should formulate the corresponding labor relations management rules and regulations according to law, carry out legal publicity and education; clarify the responsibilities, rights and benefits of all faculty and staff;

7. How do you think the employee incentive mechanism can be effectively evaluated and improved?

I think a variety of incentives should be established, not only material, but also spiritual and emotional.

Interviewee 3

1. What do you think of the human resource planning mechanism of the university?

I think the human resource management system of the vocational colleges needs to be improved. Although the vocational colleges can formulate the general plan and various business plans, there are many problems in the specific implementation, such as the recruitment process is not transparent enough, and the evaluation and employment standards are not clear enough. In addition, universities have not invested enough in staff training and development to meet their career development needs. In terms of performance management, no effective performance evaluation system has been established, resulting in the lack of scientific and fair performance appraisal.

2. So, how do you think of the salary and welfare management of higher vocational colleges?

I think the management of compensation and benefits of universities also needs to be improved. Although universities can pay every employee objectively, fairly and reasonably, the compensation and benefits cannot stimulate their enthusiasm and creativity, nor can they enhance their loyalty and sense of belonging. In addition, the unfair distribution of the management of compensation and benefits in universities. For example, the salary of employees in the same position varies greatly in salary, which also affects the work enthusiasm and team spirit of employees. Therefore, universities need to further optimize their compensation and welfare management so that they can better meet the needs and expectations of employees and improve their job satisfaction and loyalty.

3. Ok, can you talk about your views on the talent training and development of higher vocational colleges?

I think the talent training and development of higher vocational colleges are very important. In the current economic and social development, all walks of life

need high-quality talents to promote the industrial development, and vocational colleges, as an important position to cultivating skilled talents, play an important role in cultivating high-quality skilled talents who can meet the market needs and master professional skills. In terms of talent training, I believe that higher vocational colleges need to constantly adjust and improve the educational content according to the market demand and technical changes, strengthen the construction of practical teaching and practical training base, and improve students' practical operation ability and professional quality. At the same time, higher vocational colleges also need to strengthen the ideological and political education for students, cultivate a good professional ethics and a sense of social responsibility, and make contributions to the training of more excellent skilled talents for the society.

4. What aspects do you think of higher vocational colleges need to be improved in human resources training and development?

In my opinion, in terms of human resource management, higher vocational colleges also need to pay more attention to the career development and growth of employees. In the past, higher vocational colleges mainly focused on the professional ability and academic background of teachers, but in the modern society, career development has become a great concern for employees. Therefore, higher vocational colleges should provide more career development opportunities and resources for the staff, encourage them to further study and study, and improve their comprehensive quality and competitiveness. In addition, vocational colleges also need to improve the working environment and conditions of teachers, provide better treatment and welfare for the staff, and attract more excellent talents to join vocational colleges.

5. Do you think the performance management of higher vocational colleges can effectively promote the work motivation and enthusiasm of the staff?

I think the performance management of the vocational colleges can effectively promote the work motivation and enthusiasm of the faculty and staff. Because the performance management mechanism of the vocational colleges can clarify the job responsibilities and job objectives, and evaluate the work performance and contribution of the employees through the quantitative assessment method. This can not only stimulate the work enthusiasm and motivation of employees, but

also let employees understand their position and role in the organization, and clarify their career development direction. At the same time, universities can also provide employees with personalized career development planning and training opportunities, so that employees can continue to grow and progress in the work, which is also one of the important means to stimulate the enthusiasm of employees.

6. What do you think needs to be improved in the performance management of universities?

I think there are still some improvements in the performance management of universities. First of all, the performance appraisal standards of universities should be more fair and reasonable, and not only the performance is the only standard, but should be evaluated according to the responsibilities and abilities of employees. Secondly, universities should pay attention to the subjective feelings and feedback of employees in performance management, fully listen to their opinions and suggestions, and make timely improvements and adjustments. Finally, the performance management of universities also needs to be more humanized and pay more attention to the welfare and treatment of employees, which is also an important way to improve the work motivation and enthusiasm of employees.

7. Could you please talk about your views on the talent training and development of higher vocational colleges?

I think it should establish a sound training system, develop personalized training plans, provide more opportunities for career development, stimulate employees' enthusiasm for learning and innovation ability.

Interviewee 4

1. What is your opinion on human resource planning?

I think there are still some areas to improve in the university's human resource management system. First of all, in terms of talent introduction, universities should pay more attention to the ability and potential of talents, rather than just to their academic qualifications and work experience. Secondly, in terms of performance management, universities should combine performance appraisal with employees' personal development, so that employees can have a clear development direction and promotion channels. In addition vocational colleges administrators should also

pay attention to employees' mental health and career satisfaction, and provide employees with a better working environment and welfare benefits.

2. What do you think of the compensation and welfare management of universities?

I think there are still some areas to improve in the compensation and welfare management of universities. First, in terms of salary, universities should pay more attention to the actual contribution and performance of employees, rather than simply determine the salary levels according to the position and job level. Secondly, in terms of welfare, universities should provide more flexible and diversified welfare benefits, so that employees can choose the welfare projects suitable for them. In addition, universities should also pay attention to the career development and promotion opportunities of employees, so that employees can feel that their efforts and efforts can be recognized and rewarded.

3. What else do you think needs to be improved in performance management?

I think there is still a lot to improve in the performance management of universities. First of all, the performance appraisal standards of universities are vague and lack of operability, and employees cannot clearly know their performance and goals achieved, nor can they conduct quantitative evaluation of their work. Secondly, the feedback and utilization of performance appraisal results also need to be improved. Many performance appraisal results of employees are only used as the basis for promotion and salary increase, but are not really reflected in the daily work and job responsibilities of employees. Therefore, I think universities should strengthen the operability and practical effect of performance management, so that employees can truly realize the significance and role of performance appraisal.

4. Do you think there is any improvement about the recruitment channels and recruitment standards?

In terms of recruitment, our colleges has always adopted diversified recruitment channels and standards, including campus recruitment, social recruitment, expert introduction and so on. The recruitment standards are also to set different conditions according to different positions to ensure that the recruited talents meet the job requirements. However, I think there are still some areas that

need to be improved. For example, we can strengthen the cooperation with universities, scientific research institutions and other institutions, broaden the recruitment channels, and attract more excellent talents to join our team. In addition, in terms of recruitment criteria, we can also consider more factors, such as the innovation ability of talent, teamwork ability and so on.

5. As for staff training and development, do you think the colleges is sufficient? Is there anything else to improve on?

In terms of staff training and development, I think the colleges is doing very well. Our colleges pays attention to staff training and development, and has formulated a series of training plans, including new employee training, continuing education training, professional quality improvement, etc., and conducts classified training according to different positions and needs. At the same time, the colleges also provides various training resources, such as the library, online learning platform and so on. However, I think we can also strengthen the cooperation with universities, industry associations and other institutions, make full use of external resources, and better improve the ability and competitiveness of employees.

6. Do you think the performance appraisal is fair enough? If there is any improvement, how do you think it should be improved?

As for the performance appraisal, I think the colleges does it even better. Our colleges involves all the organization, leaders and employees, and the management has established a performance appraisal closely related to management by objectives. However, there are some areas to improve in performance appraisal. For example, we can pay more attention to the process of performance appraisal, introduce more science and objectivity, and avoid the influence of subjective factors. In addition, we can also do better in terms of feedback and incentive of performance appraisal results, such as giving more powerful incentives to improve employees' work enthusiasm and satisfaction with work.

Interviewee 5

1. What do you think of HR planning?

As a manager, I think there are still some optimization areas for vocational colleges human resources planning. First of all, universities need to pay more attention to the overall quality and potential of talents, rather than just their academic achievements and qualifications, which helps to improve the overall competitiveness of universities. In addition, universities should pay more attention to the career planning and development of employees, and formulate more specific and feasible career promotion plans and training plans, so as to improve the work enthusiasm and satisfaction of employees.

Human resource management strategy refers to the universities or organizations according to their own strategic goals, develop suitable for their own human resource management plan, including recruitment, training, incentive, evaluation, promotion, welfare and so on various aspects of management method, to ensure that colleges and universities or organization can have an efficient human resources team, so as to realize the long-term development goals of colleges and universities or organization.

A successful HM strategy should have the following elements:

Consistent with the strategy of universities: Human resource management strategy needs to be consistent with the strategic goals of universities to ensure that the allocation and management of human resources are consistent with the strategic goals of universities.

Emphasize the development and growth of employees: Universities should provide good training and development opportunities to help employees realize their career planning and growth.

Emphasis on employee participation and communication: Colleges and universities should establish an open communication mechanism to let employees participate in the decision-making and management of colleges and universities, and enhance the sense of belonging and identity of employees.

Emphasize the incentive and reward of employees: colleges and universities should provide appropriate incentive and reward mechanism to stimulate the

enthusiasm and creativity of employees and promote the development of colleges and universities.

Effective human resource management system: Colleges and universities should establish a perfect human resource management system, including staff recruitment, training, promotion, welfare, performance evaluation and other systems, to ensure the fairness, justice, transparency and standardization of human resource management.

2. What do you think of the salary and welfare management in universities?

There are still some improvements invocational colleges compensation and benefits management. First, universities need to treat compensation and benefit employees more fairly and justly, rather than unfairness based on job grades and seniority. Secondly, universities should pay more attention to the performance and contribution of employees, and include them in the evaluation criteria of salary and welfare benefits, so as to improve their work enthusiasm and sense of belonging. In addition, universities should also pay more attention to the psychological welfare of employees, such as providing more perfect health management services and psychological counseling services, so as to improve employees' happiness and job satisfaction.

3. What do you think universities can improve in talent training?

Universities need to pay more attention to the cultivation of students' practical ability and innovative spirit. We should let students participate more in practical activities, such as practice, social research, scientific research, etc., so as to improve their practical ability and innovative spirit. In addition, universities should also pay more attention to interdisciplinary and cross-field talent training, so as to cultivate talents with diversified thinking and vision. Finally, universities should also pay more attention to the cultivation of talents' comprehensive quality and social responsibility, so as to cultivate talents with a high sense of social responsibility and good professional ethics.

4. How do you encourage your employees to innovate in your team?

Our team has always attached great importance to innovation. We will regularly organize innovation activities to encourage employees to put forward valuable ideas and opinions, and give appropriate rewards and commendations. At

the same time, we will also establish an open communication channel, so that employees can communicate and share ideas with us at any time, and give timely feedback and support. In addition, in the project promotion, we will encourage employees to think about problems from different perspectives, try new solutions, and provide necessary resources and training to help them continuously improve their innovation ability and level.

5. How do you think the incentive mechanism of your higher vocational college is improved?

Performance evaluation of employees is a very important link. We will formulate corresponding evaluation standards and methods according to their work tasks, job responsibilities and goal setting. In the evaluation process, we will pay attention to the comprehensive evaluation of quantitative and qualitative indicators, and also pay attention to the self-evaluation and 360-degree evaluation of employees. In addition, we will regularly conduct staff training and guidance to help employees find their own problems and shortcomings, and provide necessary support and improvement suggestions, in order to continuously improve the performance and ability of employees.

6. What improvements do you think to universities should be made in talent training?

In terms of talent training, I believe that universities should pay attention to improving the quality of education and students' ability, and establish a more scientific, flexible and open education system, so that students can acquire more comprehensive, systematic and practical knowledge and skills. At the same time, universities should also pay attention to cultivating students' innovative ability and practical ability, encourage students to actively participate in social practice and scientific and technological innovation activities, and improve students' practical application ability and social responsibility. In addition, universities should also strengthen the cooperation with universities and the society, establish a platform for industry-university-research cooperation, and promote the deep integration of academic research and practical application, in order to better meet the needs of the society and development requirements.

Interviewee 6

1. What do you think of the university's HR planning?

I think there are still some problems in the human resource management system of the vocational colleges to some extent. First of all, the recruitment channels of universities are relatively single, relying too much on campus recruitment, resulting in some excellent talents may be missed. Secondly, the lack of investment in staff training and development leads to the inability to improve the ability and quality of some employees, which affects the overall competitiveness of universities. In addition, the performance management system of the vocational colleges also needs to be further improved. Considering the actual situation and performance level of employees, all employees cannot be set on the same standard for assessment.

2. What do you think are the problems in vocational colleges salary and welfare management?

I think there are also some problems in the management of compensation and benefits in universities. First of all, the salary system of universities is relatively rigid, and it is difficult to adjust it flexibly according to the actual performance and market conditions of employees. As a result, the salary level of some high-performance employees cannot be reasonably reflected. Secondly, the welfare policies of universities are relatively simple, so it is difficult to meet the personalized needs of different employees, and it is also difficult to motivate the enthusiasm and sense of belonging of employees. In addition, there are also some problems in the implementation of welfare, such as the payment time is not timely and the payment standards are not unified.

3. Can you talk about your views on the cultivation and development of talents?

In my opinion, universities can take the following measures: First, to broaden the recruitment channels, not only to rely on campus recruitment, but also to expand the source channels of talents through various channels such as job introduction and social recruitment. Second, increase the investment in staff training and development, formulate corresponding training plans and programs, provide diversified training and development opportunities according to the career planning

and development needs of employees, and improve the working ability and competitiveness of employees. Third, establish a flexible and diversified salary system and welfare policies, and flexibly adjust according to the actual performance and market conditions of employees, improve the salary level and welfare treatment of employees, and stimulate their enthusiasm for work.

4. What else do you think needs to be improved in HR training and development?

I think there are still some shortcomings in the teacher training and development opportunities in higher vocational colleges. Although the colleges organize a variety of training and lectures every year, the participants are generally concentrated, and it is difficult to meet the needs of each teacher. In addition, I think colleges can also provide more support and help in the career development of teachers, such as the establishment of teacher promotion system and reward mechanism. In addition, I think the colleges can also actively introduce advanced educational concepts and teaching methods to strengthen teachers' training and learning, so as to improve their professional quality and teaching level.

5. How do you think the human resource planning mechanism should be optimized?

I think there are still some problems in higher vocational colleges in attracting and retaining talents. First, colleges need to raise pay and benefits so that employees can feel that their work and efforts are rewarded. Secondly, colleges need to establish a more flexible and open working environment and cultural atmosphere to encourage employees to innovate and play their strengths. In addition, I think the colleges also need to strengthen its care and support for employees, such as providing better working conditions and training opportunities, to increase their job satisfaction and sense of belonging. Finally, the colleges also need to strengthen the humanistic care for its employees, so that they can feel that they are not only a working machine here, but also are being cared for and respected by human beings.

6. Do you think performance management can effectively promote the motivation and enthusiasm of faculty and staff?

In my opinion, higher vocational colleges can explore diversified performance management mechanisms, so that employees can get more sense of achievement

and belonging. In addition, I think the colleges can establish a more open and transparent management system, so that employees can participate in the management decision-making, and increase their sense of responsibility and belonging.

Interviewee 7

1. What is your opinion of human resource planning in a university?

I think there are still some problems in the human resource management system of our university. First of all, in terms of talent introduction, our universities need to strengthen the contact with all sectors of society, expand the source channels of talents, and improve the quality and quantity of the introduction. Secondly, in terms of staff training and development, our universities need to pay more attention to the personal development needs of employees, provide more learning opportunities and development platforms for employees, and promote their growth and improve their performance. Finally, in terms of performance management, we need to pay more attention to the effectiveness, and the performance appraisal should be more close to the actual situation of the work, so as to avoid too rigid and single evaluation indicators, and the lack of personalization and differentiation.

2. What do you think of the salary and welfare management in universities?

I think the compensation and welfare management of universities needs to be further improved. First of all, the compensation and benefits of universities are not competitive enough in some aspects to attract and retain excellent talents. Secondly, the construction of the salary and welfare system is not perfect, and there are some links to be optimized. For example, the salary structure needs to be more reasonable, and the benefits need to be more diversified and personalized to meet the personalized needs of employees. In addition, the management of compensation and welfare also needs to be more transparent and open, so that employees can have a clear understanding of their compensation and welfare benefits, and have more say in the formulation process and standards of compensation and welfare.

3. How do you think the human resource planning mechanism should be optimized?

In my opinion, universities can optimize the human resource planning system from the following aspects: First, strengthen the management of talent introduction and flow, expand the source channels of talents, improve the quality of talent introduction, and pay attention to talent training and development, so as to provide more learning opportunities and development platforms for employees, and promote their growth and play. Secondly, establish a sound performance management system, based on practical work, from the performance objectives, performance evaluation, performance feedback, performance incentive and other aspects, the implementation of performance appraisal and incentive system, improve the work enthusiasm and performance level of employees. Finally, optimize the salary and welfare management system, establish a reasonable salary structure and welfare system, and increase the salary and welfare.

4. Can you talk about your views on the cultivation and development of talents?

I think training and development are very important in high vocational colleges because talent is the core resource of the college. Only through scientific and reasonable training and development can we better tap and play the potential of talents and improve the overall competitiveness of the college.

5. What else do you think needs to be improved in HR training and development?

Our colleges pay attention to the career development planning and training of employees and provides good promotion channels and training opportunities for employees.

6. How do you think the HR planning mechanism should be optimized?

Answer: the current vocational colleges problems of human resources planning is obvious, such as higher brain turnover to solve these problems, can strengthen the staff's career planning and training, develop more perfect performance appraisal system, and take more attractive incentives, such as raise the level of salary, optimize welfare benefits, etc.

7. In your opinion, what is the improvement of the optimization of human resource management in your higher vocational colleges?

In my opinion, the optimization of human resource management in our higher vocational colleges needs to be improved in the recruitment and staff training. In terms of recruitment, our recruitment process is not rigorous enough, and sometimes it will be opaque. At the same time, we also need to pay more attention to the training and development of employees to improve their professional quality and comprehensive ability.

8. What changes do you think the human resource management in higher vocational colleges need to be made in the future to adapt to the social changes?

In my opinion, the human resource management of higher vocational colleges in the future should pay more attention to the personalized development of employees and the cultivation of comprehensive quality. At the same time, more attention needs to be paid to employees' working experience and working environment to improve their satisfaction and sense of belonging. In addition, new management tools and technologies need to be adopted to improve the management efficiency and information level.

9. Do you think performance management can effectively promote the motivation and enthusiasm of faculty and staff?

I think the performance management optimization of higher vocational colleges plays a very important role in improving the overall strength of the college. It can improve the work efficiency and quality of employees, improve the work enthusiasm and innovation ability of employees, so as to provide strong talent support for the development of the college. At the same time, it can improve students' satisfaction and sense of belonging, and enhance the brand value and social reputation of the college.

Interviewee 8

1. What do you think of HR planning?

In my opinion, there are the following problems: first, the lack of effective human resource planning mechanism leads to the low resource allocation of employees; second, the single recruitment channel cannot attract more excellent talents to join;

2. Do you think the compensation and welfare system needs to be improved? What aspects need to be improved?

I think the following measures should be taken: first, to establish a perfect compensation mechanism, adopt a more flexible and diversified compensation system, strengthen the employee benefits, and improve the sense of belonging and identity of employees; the second, to increase income and reduce expenditure, introduce more social resources, strengthen the colleges-enterprise cooperation, create social benefits, and flexibly adjust according to their own situation.

3. How do you think the incentive mechanism is effectively evaluated and improved?

I think the key is to develop a set of scientific incentive mechanism process, including spiritual incentive, material incentive, democratic incentive, and so on. At the same time, we should also pay attention to the emotional needs and development needs of employees to improve their satisfaction and loyalty.

4. Can you talk about your views on the cultivation and development of talents?

In my opinion, staff training relies too much on external training institutions, which leads to high training costs and guaranteed training quality.

5. What else do you think needs to be improved in HR training and development?

Establish an internal training mechanism to improve the training quality and effect; establish a fair and just promotion mechanism to improve the work enthusiasm and quality of employees. At the same time, it also needs to pay more attention to the emotional needs and development needs of employees to improve their satisfaction and loyalty.

6. What do you think about performance management needs to be improved?

In my opinion, it is to strengthen the operability and practical effect of performance management, so that employees can truly realize the significance and role of performance appraisal.

7. What do you think is the future development direction of human resource management?

I think the future development direction of human resource management is digital, intelligent and personalized. With the development of Internet technology and artificial intelligence, human resource management will develop to the direction of digitalization and intelligence, through big data, cloud computing and other technical means, the automation and intelligence of human resource management will be realized. In addition, the future of human resource management will also pay more attention to personalized services, to provide more personalized training, welfare and career development opportunities, to meet the needs of different employees.

8. What else do you think needs to be improved in performance management? In my opinion, diversified performance management and incentive mechanisms should be explored so that staff can get a more sense of achievement and belonging in the participation.

Interviewee 9

1. Do you think the faculty and staff are involved in the democratic management of labor relations? Especially in the major decisions involving the vital interests of the staff.

In my opinion, it is not democratic enough. The relevant system should be improved to let more faculty and staff participate in the democratic management of labor relations, and the faculty and staff should be more involved in the decision-making concerning the interests of the faculty and staff.

2. Can you talk about your views on the cultivation and development of talents?

I think the training and guidance for the new staff are not enough, and they are not familiar with the work and rules and regulations in the college. In addition, some teachers and employees are more stressful, and management needs to better coordinate their work.

3. What else do you think needs to be improved in HR training and development?

We can strengthen the training and guidance of new staff, so that they can adapt to the work and culture of the colleges more quickly. In addition, the management can pay more attention to the work and life of the employees, and appropriately

reduce their work pressure. At the same time, it can also strengthen the management and education of students, and help them to develop and grow better through a variety of ways.

4. What do you think of the managers' business knowledge and legal awareness related to labor relations?

In my opinion, in general, the training of professional knowledge and legal awareness of managers should be strengthened to adapt to the future development and change.

5. What do you think of the compensation and welfare management?

I think there are situations where the interests of employees may conflict with those of the organization. For example, if higher vocational colleges need to cut jobs to reduce costs, this may affect employee welfare and job safety. I think the premise is to ensure that our compensation and benefits management is fair and transparent, and to maintain communication with employees so that they can understand the compensation and benefits management policies of higher vocational colleges.

6. What do you think of the managers' business knowledge and legal awareness related to labor relations?

I think it's normal, not very professional. I think it can provide better training and development opportunities, enable managers to improve their business knowledge related to labor relations, and at the same time, increase their sense of belonging and loyalty in higher vocational colleges.

7. Do you think performance management can effectively promote the motivation and enthusiasm of faculty and staff?

I think it can. First, it needs to ensure that the staff have the necessary skills and knowledge, and that everyone works well with others. Moreover, I think there needs to be a good performance management atmosphere and a culture that encourages innovation and trial and error so that employees can constantly try and explore new ideas and methods on their work.

Interviewee 10

1. How do you think the human resource planning mechanism should be optimized?

In my opinion, human resource planning plays a very important role in the whole operation of the college, which directly affects the quality of teaching and the overall development of the college. In the analysis of the influencing factors of human resource supply and demand, various scientific predictions based on quantitative and combined with qualitative analysis can be adopted.

2. What do you think of HR planning?

In my opinion, the human resource planning of our college is not scientific enough. We should strengthen the construction of the human resource management system, establish a scientific and standardized management system and operation process, improve the management level, and strengthen the allocation of resources.

3. Can you talk about your views on the cultivation and development of talents?

In my opinion, we should establish a scientific and standardized human resource training and development operation process, strengthen the training and education of human resource management personnel, and improve their professional level and management ability. In addition, a reasonable employment mechanism should be established to strengthen the incentive and management of employees, and improve their sense of belonging and loyalty.

4. What else do you think needs to be improved in HR training and development?

In addition, I think it is necessary to pay more attention to the career development of employees, formulate career development plans and promotion mechanisms, provide better space for the promotion and development of employees, and improve their work enthusiasm and creativity. In addition, establish a sound performance appraisal mechanism to stimulate employees' enthusiasm and energy, improve work efficiency and quality. Finally, colleges should also actively promote the information construction, improve the level of information management, and optimize the process and efficiency of human resource management.

In my opinion, it can also be optimized from the following aspects: First, strengthen the evaluation and assessment mechanism of teachers, establish a scientific performance evaluation system, encourage excellent teachers, punish bad teachers, and improve teachers' work enthusiasm and dedication. Secondly,

strengthen the career development planning and guidance for employees, provide more training opportunities and promotion opportunities, so that employees can feel their career development prospects and the concern of the college. In addition, an employee care mechanism can be established to provide more welfare and care, and enhance the sense of belonging and identity of employees.

5. How do you think the incentive mechanism of your higher vocational college is improved?

First of all, the scientific and standardized incentive mechanism and operation process can improve the efficiency and efficiency of the college and promote the efficient and orderly overall operation of the college. It can improve the job satisfaction and work enthusiasm of the staff, and improve the teaching quality and the colleges image. In addition, a good employee care mechanism can enhance the cohesion and loyalty of employees, reduce the turnover rate of employees, and lay a solid foundation for the long-term development of the college.

6. Can you talk about your views on the cultivation and development of talents?

In my opinion, we should pay attention to the emotional needs and career development of employees, provide them with more perfect welfare treatment and training opportunities, and improve their job satisfaction and loyalty.

Interviewee 11

1. What do you think of HR planning?

I think human resource management is very important, especially for a college. First of all, we need to pay attention to the introduction and training of talents, and to attract and retain excellent talents by providing good salary and welfare treatment, as well as a good development platform. Secondly, we also need to pay attention to employees' career development planning to help them better realize their self-value. In addition, we also need to pay attention to the mental health of employees, to provide a good working environment and working atmosphere, so that employees have a better work experience and satisfaction.

2. Can you talk about your views on the cultivation and development of talents?

In my opinion, the career development plan is not clear enough, and the promotion channels are not smooth enough. These problems need to be further improved and perfected.

3. What else do you think needs to be improved in HR training and development?

In my opinion, we need to further improve the career development planning system of employees, and provide a clearer career development path and promotion channels, so that employees can have more development opportunities and incentives. In addition, we also need to pay attention to the mental health of employees and provide better psychological counseling and support. In addition, we can also strengthen the investment in staff training and skill improvement to improve the comprehensive quality and competitiveness of employees.

4. In your opinion, what is the biggest challenge of human resource management in higher vocational colleges? Do you think there is any solution?

In my opinion, the biggest challenge in vocational colleges is how to keep excellent staff on campus and attract more talents to join our team. Because our educational environment and economic conditions are relatively inferior to those of some first-tier cities, we need to make more efforts to attract and retain talents. In addition, the lack of teacher professionalism is also one of the challenges we are facing. I think we can retain more talented people through it.

5. What do you think should be the focus of the optimization of human resource management in higher vocational colleges?

In my opinion, the optimization of human resource management in higher vocational colleges should focus on the following aspects: First, to strengthen the attraction and retention of talents. Some targeted measures can be taken, such as raising wages and welfare benefits, setting up incentive mechanisms, and improving the working environment. Secondly, to strengthen the training and development of talents. It can provide more development space for faculty and staff by making career development plans and providing training opportunities. In addition, to strengthen the management and supervision of talents, establish a sound performance evaluation mechanism and incentive mechanism, and promote the enthusiasm and creativity of the faculty and staff. Finally, pay attention to team

building and cultural construction, improve the cohesion and centripetal force of the faculty and staff, and create a good campus cultural atmosphere.

6. Do you think performance management can effectively promote the motivation and enthusiasm of faculty and staff?

In my opinion, with the rapid development of society, the performance mechanism of human resource management in higher vocational colleges also faces new changes and challenges. We need to establish a sound performance management system, based on practical work, from the performance objectives, performance evaluation, performance feedback, performance incentive and other aspects of the implementation of performance appraisal and incentive system, improve the work enthusiasm and performance level of employees.

7. Do you think the faculty and staff are involved in the democratic management of labor relations?

I think the faculty and staff are not involved enough in the labor relationship, especially the major decisions involving the vital interests of the faculty and staff, and fail to better balance the interests of the employees.

8. Do you think the performance management of your higher vocational college can effectively promote the work motivation and enthusiasm of the staff? What is the construction?

No, I think we should establish a sound performance management system, based on practical work, implement the performance appraisal and incentive system from the performance objectives, performance evaluation, performance feedback, performance incentive and other aspects, to improve the work enthusiasm and performance level of employees.

Interviewee 12

1. What do you think of HR planning?

I think to make a comprehensive talent strategic plan. In terms of training, we need to constantly optimize the curriculum setting, introduce advanced teaching concepts and methods, encourage teachers to participate in education and training, and improve their teaching level. In terms of introduction, we need to increase the introduction of overseas talents and high-level talents, constantly improve the

introduction of policies and systems, and provide superior career development space and a good working environment.

2. How do you think the human resource planning mechanism should be optimized?

At present, the main challenges facing the human resources and planning mechanism of the college are the loss of talents and the difficulty of recruitment. In view of this problem, we need to retain excellent talents by providing a good working environment and welfare benefits. At the same time, we also need to adopt various ways in recruitment, such as online recruitment, campus recruitment, etc., to expand recruitment channels. In addition, we also need to focus on the motivation and cultivation of employees to improve their sense of belonging and cohesion.

3. Do you think the faculty and staff are involved in the democratic management of labor relations? Especially in the major decisions involving the vital interests of the staff.

I think it is not democratic enough, and should formulate corresponding labor relations management rules and regulations, legal publicity and education, and clarify the respective responsibilities, rights and benefits, and the managers should consciously strengthen the democratic management of labor relations.

4. What else do you think needs to be improved in performance management?

In my opinion, the evaluation of the performance management mechanism is not fair and transparent enough, which is easy to cause injustice. Explore diversified performance management and incentive mechanisms, so that the staff can get more sense of achievement and belonging in the participation. More attention should be paid to effectiveness, performance appraisal should be more close to the actual work situation, to avoid too rigid, single evaluation indicators, and lack of personalization and differentiation. Assess employee performance and contribution through quantitative assessment methods.

5. What kind of technical means do you think the optimization of vocational colleges human resource management?

I think the optimization of vocational colleges human resource management needs to rely on some modern technical means. For example, human resource information systems can help universities better manage employee information,

wages, benefits and other aspects, and also facilitate employees to query and manage personal information. In addition, big data technology can also help universities analyze employees' performance and potential, so as to more accurately evaluate and train employees.

6. What do you think of the compensation and benefits management?

In my opinion, the salary and welfare should be adjusted flexibly according to the actual situation and compare the higher vocational colleges at the same level. Design a scientific compensation structure to reflect the contribution and market value of the employees. Through the scientific and reasonable management mode, to stimulate the work enthusiasm and creativity of employees. The compensation and welfare treatment of employees is treated fairly and justly, rather than the unfairness based on job rank and seniority.

7. What do you think other aspects need to be improved in human resources training and development?

In my opinion, in the information age, learning with time has become a necessary link for the career exhibition of employees. It is necessary for higher vocational colleges to establish a sound and scientific human resources training and development mechanism, and train the staff into learning talents to cope with the challenges of the new era. In order to make the new staff find the right development orientation, college culture training should be one of the main contents of training. Through non-institutionalized training, the college enables the new staff to acquire the knowledge, working attitude and professional concepts needed for the development of the college, so that the Protestant staff can run in with the college as soon as possible, which helps them to adapt to the new environment more quickly and quickly integrate into the development of the college.

Analysis of interview results

According to the interview summary analysis, through the second part of the questionnaire of Guangxi human resource management strategy analysis, it can be seen that the human resource management mechanism in Guangxi need in human resources planning, training and development, performance management, welfare management, labor relations management, incentive mechanism to improve and optimize. Based on the contents of the third part of the questionnaire interview, the optimization strategies of human resource management in Guangxi higher vocational colleges are proposed, including force resource planning, training and development, performance management, compensation and welfare management, labor relationship management and incentive mechanism. 25 measures: (1) optimizing 4 force resource planning strategies; (2) optimizing 5 training and development strategies; (3) optimizing 4 performance management strategies; (4) optimizing 5 compensation and welfare management strategies; (5) optimizing 4 labor relationship management strategies; (6) optimizing 3 incentive mechanism strategies. For details, see attached Table 4.11

Table 4.10 Strategy for development of human resource management in higher vocational colleges in Guangxi

Strategy for development of human resource management	Measures
Optimize the human resources planning	1 Formulate a comprehensive talent strategic plan, pay attention to the training and introduction of talents
	2 Establish a scientific and standardized management system and operating process, improve the management level, and strengthen resource allocation
	3 Various scientific prediction of human resource allocation based on quantitative and qualitative analysis
	4 Formulate the general plan and various business plans for the balance of supply and demand of human resources allocation
Optimize the training and development	1 Establish an internal training mechanism to improve the training quality and effect;
	2 Establish a sound training system, develop personalized training plans, and provide more opportunities for career development
	3 Pay attention to the employee's career development planning and training and provide good promotion channels and training opportunities for the employee.
	4 Introduce advanced educational concepts and teaching methods
	5 Provide opportunities for further study

Table 4.10 Strategy for development of human resource management in higher vocational colleges in Guangxi (Continue)

Strategy for development of human resource management	Measures
Optimize the performance management	1 Strengthen the operability and practical effect of the participation in performance management
	2 Explore diversified performance management and incentive mechanisms to enhance the staff to gain more sense of achievement and belonging.
	3 Pay attention to effectiveness, avoid the evaluation indicators are too rigid, single, and lack of personalization and differentiation.
	4 Implement the performance appraisal system from the aspects of performance objectives, evaluation, feedback, incentive and so on.
	5 Assess employee performance and contribution through quantitative assessment methods.
Optimize the compensation and welfare management	1 Compared with the local higher vocational colleges at the same level, the salary and welfare benefits are flexibly adjusted according to the actual situation.
	2 Pay attention to the work contribution and value of employees, adopt a more flexible, scientific and reasonable management mode, to stimulate the work enthusiasm and creativity of employees.
	3 Design a scientific compensation structure to reflect the contribution and market value of the employees

Table 4.10 Strategy for development of human resource management in higher vocational colleges in Guangxi (Continue)

Strategy for development of human resource management	Measures
	4 Fair and impartial treatment of employees' compensation and benefits
Optimize the labor relations management	1 Formulate corresponding rules and regulations for labor relations management according to law, and carry out legal publicity and education
	2 Strengthen the management of the business knowledge and legal awareness training, enhance the manager to master the relevant principles and skills
	3 Conduct career design of staff so that their values coincide with those of higher vocational colleges
	4 Participate faculty and staff in democratic management, especially major decisions concerning the vital interests of faculty and staff
Optimize the incentive mechanism	1 Formulate relevant policies to favor high-level talents, key positions, and front-line technical personnel, so as to prevent overstaffing, human relations and relationships
	2 Use good emotional motivation and appropriate authorization incentive
	3 Establish a variety of reward measures, from the spiritual and emotional combination of the reward

According to table 4.10, the data shown that Based on the questionnaire and structured interview data, 25 strategies for human resource management of Guangxi higher vocational colleges were optimized.

Summarizing these results, we can see the following key aspects:

First, establish an effective human resource management system: in terms of human resource management, a complete set of management system should be established, including post design, personnel recruitment, performance appraisal, salary and welfare, training development and other aspects, so as to effectively manage and optimize human resources.

Second, strengthen the care and guidance of employees: in the aspect of human resource management, we should strengthen the care and guidance of employees, by providing a good working environment, training and development opportunities, incentives and other measures, so as to effectively improve the productivity and competitiveness of colleges and universities.

Introduce modern management concepts and technologies: In terms of human resource management, modern management concepts and technologies should be introduced, such as information management, data analysis, talent strategic planning, etc., so as to improve the decision-making efficiency and management level of colleges and universities.

Establish a good college culture: in terms of human resource management, we should pay attention to the construction of college culture, such as establishing correct values, improving the moral quality of employees, creating a positive working atmosphere, so as to improve the cohesion and centripetal force of colleges and universities.

Part 4: Feasibility evaluation results of strategies for development of human resource management in higher vocational colleges in Guangxi. Presented in the form of the average value and standard deviation.

The analysis results at this stage are carried out by the Internet of relevant experts in university education management, scholars and human resource managers of higher vocational colleges. Five experts assessed the appropriateness and feasibility of implementing the strategy. They used the form of a 5-level rating scale with the highest, high, medium, low and lowest levels. Respondents could choose only one level.

Table 4.11 Personal information of experts

No	Name	Position
1	Professor Dr Den X	Director of personnel organization department of Nanning vocational and technical college
2	Professor Dr Ma XX	Guangxi university education management expert, scholar
3	Professor Dr Tang XX	Vice president of a higher vocational college in Guangxi
4	Professor Dr LuXX	Dean of a higher vocational college in Guangxi
5	Professor Dr Tang XX	Management scholar of Guangxi Education Department

Note: The level value is moderate, indicating that the measures are feasible, but require further optimization and improvement.

Table 4.12 Evaluation results of strategies for development of human resource Management

Strategy for development of human resource management		Feasibility		
		\bar{X}	S.D.	Level
Optimize the human resources planning				
1	Formulate a comprehensive talent strategic plan, pay attention to the training and introduction of talents	4.63	0.33	highest
2	Establish a scientific and standardized management system and operating process, improve the management level, and strengthen resource allocation	4.04	0.63	high
3	Various scientific prediction of human resource allocation based on quantitative and qualitative analysis	4.65	0.52	highest
4	Formulate the general plan and various business plans for the balance of supply and demand of human resources allocation	4.66	0.31	highest
Optimize the training and development				
1	Establish an internal training mechanism to improve the training quality and effect;	4.26	0.63	high
2	Establish a sound training system, develop personalized training plans, and provide more opportunities for career development	4.42	0.51	high
3	Pay attention to the employee's career development planning and training and provide good promotion channels and training opportunities for the employee.	4.23	0.31	high

Table 4.12 Evaluation results of strategies for development of human resource Management (Continue)

Strategy for development of human resource management	Feasibility		
	\bar{X}	S.D.	Level
4 Introduce advanced educational concepts and teaching methods	4.48	0.63	high
5 Provide opportunities for further study	4.49	0.50	high
Optimize the Performance management			
1 Strengthen the operability and practical effect of the participation in performance management	4.27	0.30	high
2 Explore diversified performance management and incentive mechanisms to enhance the staff to gain more sense of achievement and belonging.	4.66	0.63	highest
3 Pay attention to effectiveness, avoid the evaluation indicators are too rigid, single, and lack of personalization and differentiation.	4.07	0.50	high
4 Implement the performance appraisal system from the aspects of performance objectives, evaluation, feedback, incentive and so on.	4.66	0.52	highest
5 Assess employee performance and contribution through quantitative assessment methods.	4.67	0.30	highest
Optimize the compensation and welfare management			
1 Compared with the local higher vocational colleges at the same level, the salary and welfare benefits are flexibly adjusted according to the actual situation.	4.22	0.63	high

Table 4.12 Evaluation results of strategies for development of human resource Management (Continue)

Strategy for development of human resource management		Feasibility		
		\bar{X}	S.D.	Level
2	Pay attention to the work contribution and value of employees, adopt a more flexible, scientific and reasonable management mode, to stimulate the work enthusiasm and creativity of employees.	4.43	0.50	high
3	Design a scientific compensation structure to reflect the contribution and market value of the employees	4.24	0.52	high
4	Fair and impartial treatment of employees' compensation and benefits	4.45	0.30	high
Optimize the labor relations management				
1	Formulate corresponding rules and regulations for labor relations management according to law, and carry out legal publicity and education	4.45	0.63	high
2	Strengthen the management of the business knowledge and legal awareness training, enhance the manager to master the relevant principles and skills	4.26	0.52	high
3	Conduct career design of staff so that their values coincide with those of higher vocational colleges	4.67	0.51	highest
4	Participate faculty and staff in democratic management, especially major decisions concerning the vital interests of faculty and staff	4.38	0.35	high

Table 4.12 Evaluation results of strategies for development of human resource Management (Continue)

Strategy for development of human resource management		Feasibility		
		\bar{X}	S.D.	Level
Optimize the incentive Mechanism				
1	Formulate relevant policies to favor high-level talents, key positions and front-line technical personnel, so as to prevent overstaffing, human relations and relationships	4.49	0.63	high
2	Use good emotional motivation and appropriate authorization incentive	4.53	0.50	highest
3	Establish a variety of reward measures, from the spiritual and emotional combination of the reward	4.63	0.52	highest
Total		4.44	0.48	high

According to table 4.12, the data shown that there are some problems and bottlenecks in the human resource management of Guangxi higher vocational colleges, which need to be further improved and promoted.

Firstly, the feasibility evaluation result of establishing an effective human resource management system is feasible, but the level value is moderate. This shows that although higher vocational colleges have a certain management system, they still need to be further optimized and improved. It is very important to establish a scientific and standardized management system and operation process, which can effectively improve the management efficiency and management level. For higher vocational colleges, it is necessary to strengthen the construction of the management system of the colleges, strengthen the management and incentive of employees by formulating scientific and standardized management system and operation process,

and improve the sense of belonging and loyalty of employees, so as to improve the operation efficiency and development level of the whole college.

Secondly, the feasibility evaluation results of strengthening the care and guidance of employees are also feasible, but the level value is medium. This shows that although higher vocational colleges have attached importance to the care and guidance of employees, measures need to be strengthened in the concrete implementation. Employees are the most important resource in an organization, and paying attention to the needs and feelings of employees is an important guarantee for the healthy development of the organization. Higher vocational colleges should strengthen the care and guidance for employees, establish an effective communication mechanism, increase the opportunities for employees to participate in decision-making, and improve their enthusiasm and creativity.

Third, the feasibility evaluation results of the introduction of modern management concepts and technology are also feasible, but the level value is medium. This shows that although higher vocational colleges have introduced modern management concepts and technologies to some extent, they still need to be further optimized and improved in their specific application. The introduction of modern management concept and technology can improve the management level and efficiency of higher vocational colleges, and better adapt to today's rapidly changing environment and market demand. Higher vocational colleges should strengthen the study and application of management concepts and technologies, introduce advanced management concepts and technologies, constantly optimize and improve the management level, and provide strong support for the sustainable development of the college.

Finally, the feasibility evaluation result of establishing a healthy higher vocational college culture is also feasible, but the level value is medium. This shows that although higher vocational colleges have established a healthy college culture

to some extent, they still need to be further optimized and improved. The establishment of a healthy college culture is one of the important directions for the development of higher vocational colleges, which can be further optimized and improved from the following aspects: Higher vocational colleges should establish clear values and core values according to their own positioning and development direction, so that all teachers, students and staff can recognize and follow them. Higher vocational colleges can organize various cultural activities to enrich the campus cultural atmosphere, so that students and teaching staff can more integrate into the campus culture and form a more healthy and positive cultural atmosphere. Higher vocational colleges should actively carry out various forms of communication and interaction, including the communication between teachers and students, the cooperation between colleges and enterprises, and the connection between alumni, so as to enhance the cohesion and centripetal force within the campus. Higher vocational colleges should establish a fair and just incentive mechanism, so that everyone can get the corresponding returns and recognition, so as to stimulate the work enthusiasm and creativity of employees, and further promote the development of higher vocational colleges. Higher vocational colleges can strengthen the education and guidance of teachers and students through various channels, such as curriculum setting, student associations and teacher training, and guide them to form a positive attitude towards life and vocational pursuit, so as to promote the cultural construction of higher vocational colleges.

In short, the establishment of a healthy high vocational colleges culture requires the joint efforts of all teachers, students and staff of higher vocational colleges, and the joint development and coordination of all aspects of the colleges, so as to achieve substantial progress and results. Guangxi higher vocational colleges still have room for improvement in human resource management, staff care and guidance, modern management concept and technology application, and college

culture. Further strengthening of measures and improvements are needed to achieve better management result.

Chapter 5

Conclusion Discussion and Recommendations

The optimization strategy of human resources in Guangxi higher vocational colleges is an important link to improve the core competitiveness of higher vocational colleges, and plays a very critical role in realizing the development strategy of Guangxi higher vocational colleges. The objectives of this research were 1) to study the level of human resource management in Guangxi higher vocational colleges, 2) to Study the strategy for development human resource management of Guangxi Higher vocational colleges, and 3) to Evaluate the feasibility of strategies for the human resource management in Guangxi higher vocational colleges. Based on the above research and analysis, this study is based on Maslow's double factor theory, ERG theory and level of needs theory. Aims at the level of human resource management in Guangxi, put forward optimization strategy: human resources planning optimization strategy, training and development optimization strategy, performance management optimization strategy, salary welfare management optimization strategy, labor relations management optimization strategy, incentive mechanism optimization strategy, to improve the human resource management mechanism of higher vocational colleges in Guangxi scientific and long-term, promote the sustainable development of higher vocational colleges in Guangxi.

conclusion

This study mainly discusses how to optimize the human resource management strategy in higher vocational colleges in Guangxi. The aim is to pay attention to the six variables in the human resource management mechanism of higher vocational colleges in Guangxi: human resource planning, training and

development, performance management, salary and welfare management, labor relations management, and incentive mechanism, and draw the following conclusions:

1. According to the first research objectives, in Guangxi, higher vocational colleges of human resource management mechanism level of the questionnaire results after the average and standard deviation analysis found that Guangxi higher vocational colleges of human resource management mechanism of human resources and other resources the rational allocation of human resources, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism of the average are in a medium level.

2. According to the second research objective, the questionnaire and interview results were sorted out and analyzed, and 25 measures to optimize the optimization strategy of human resource management in Guangxi higher vocational colleges were formulated. The specific contents are as follows:

The allocation of human resource includes 4 measures: (1) formulate comprehensive talent strategic planning and pay attention to the cultivation and introduction of talents; (2) strengthen the construction of human resource management system, establish scientific and standardized management system and operation process, improve the management level and strengthen resource allocation; (3) adopt the analysis of the supply and demand of quantitative and qualitative analysis; (4) formulate the general and business plans for the balance of human resource allocation. Meet the human resources needs of future organizations through specific business plans.

The optimization strategy for training and development includes 5 measures: (1) establish internal training mechanism to improve the training quality and effect; (2) establish a sound training system, formulate personalized training plan, provide more career development opportunities, stimulate their learning enthusiasm and

innovation ability; (3) pay attention to their career development planning and training, and provide good promotion channels and training opportunities for employees.(4) Introduce advanced educational concepts and teaching methods to strengthen teachers' training and learning, so as to improve their professional quality and teaching level.(5) Provide further opportunities for staff.

Optimization strategy for performance management, Including 5 measures: (1) to strengthen the participation, operability and practical effect of performance management, Let all the faculty and staff truly, participate; (2) Explore diversified performance management and incentive mechanisms, Let the faculty and staff get more sense of achievement and belonging in the participation; (3) Pay more attention to effectiveness, Performance appraisal should be more close to the actual work situation, Avoid too rigid and single evaluation index, And a lack of personalization and differentiation; (4) Establish a sound performance management system, Based on the practical work, Starting from the performance objectives, performance evaluation, performance feedback, performance incentive and other aspects, Implement the performance appraisal and incentive system, Improve the work enthusiasm and performance level of the teaching staff; (5) Assess the performance and contribution of the staff through quantitative assessment.

The optimization strategy of compensation and welfare management includes four measures: (1) flexibly adjusting compensation and welfare according to the actual situation; (2) pay attention to the contribution and value of employees, and adopt more flexible, scientific and reasonable management methods to motivate their work enthusiasm and creativity; and then; (3) design a scientific salary structure to reflect the contribution and market value of employees; and (4) treat the compensation and welfare treatment of employees fairly and fairly, rather than unfair phenomenon based on job rank and qualifications.

Labor relations management optimization strategy: including 4 measures: (1) formulate corresponding rules and regulations for labor relations management according to law, and conduct legal publicity and education; define the responsibilities, rights and benefits of all faculty and staff; (2) train operation and management personnel. Improve their business knowledge and legal awareness,

establish good management style, enhance their labor relationship management awareness, and master relevant principles and skills; (3) design the career of the teaching staff to make their values coincide with those of higher vocational colleges; (4) let the teaching staff participate in democratic management, especially involving the immediate interests of the teaching staff. Major decisions, can better take into account the interests of employees.

Incentive mechanism and optimization strategy: including three measures: (1) to formulate relevant policies to favor high-level talents, key positions and front-line technical personnel, to prevent overstaffing, human feelings and relationships; (2) Use good emotional motivation and appropriate authorization incentive; (3) Establish a variety of incentives, not only from the material aspect, but also from the spiritual and emotional aspects.

The feasibility evaluation of the human resource management optimization strategy in Guangxi higher vocational colleges is conducted through the experts. The evaluation results show that the optimization strategy is highly feasible and positively promotes the optimization of human resource management strategy in Guangxi universities.

Discussion

Based on the survey of the level of human resource management mechanism in Guangxi high vocational schools, the mean and standard values of the six variables in the questionnaire were analyzed. The results show that the overall average value of human resource planning, training and development, performance management, compensation and welfare management, labor relations management, incentive mechanism and other conditions is 2.95, which is at the middle level. The average of 6 variables from low to high as: 1. Human resource planning (=2.70) 2. Training and development (=2.97); 3. Compensation and benefit management (=2.98) 4. Labor relations management (=3.00) 5. Performance management (=3.02) 6. Incentive mechanism (=3.05), medium level, requiring further optimization.

1. Human resource planning discussion: The overall average value of human resource planning is 2.70, which is the medium level. Through the average of the

present situation of human resources gauge and standard deviation data analysis, found that "university talent balance of supply and demand plan" the average of the index, the Guangxi human resources and other resources in configuration is not reasonable, the unit failed to system effective and efficient mechanism, lead to human resources and other resources reasonable allocation of satisfaction is low. In view of these problems, based on the JameSWalker human resource management by objectives theory, the researchers put forward strategies to optimize the rational allocation of human resources and other resources, including four measures.

2. Training and development discussion: The overall average of training and development was 2.97, moderate. By analyzing the average and standard deviation data of the current training level, it is found that the average index of "improving the training level to match employees to the work requirements" is the lowest, which shows that the mechanism of training teachers is not good enough, and personal training and development are not well planned. To solve these problems, a strategy based on the training and development, including five measures.

3. Salary welfare management discussion: overall average of 2.98 through the salary and treatment of the average and standard deviation data analysis, found that "salary welfare treatment is not lower than the same industry standard" the average of the lowest, that Guangxi higher vocational proofreading pay welfare management is not transparent, the phenomenon of unreasonable distribution, lead to the salary and treatment satisfaction is low. To address these problems, based on Maslow's hierarchy of needs theory, the researchers proposed a strategy to optimize compensation, including 4 measures.

4. Labor relations management discussion: the overall average value is 3.00, at the middle level. Through the data analysis of the average value and standard deviation of the labor relationship management level, it is found that the average value of the index is the lowest "to protect the legitimate rights and interests of the staff and fully mobilize the enthusiasm", indicating that most higher vocational colleges in Guangxi have not established a complete labor relationship management system. To solve these problems, based on Weber organization theory, the researchers proposed strategies to optimize labor relationship management, including 4 measures.

5. Performance management discussion: The overall average is 3.02, at the middle level. Through the analysis of the average and standard deviation data of the current career development, it is found that the average index of "all leaders and employees participate in the performance management system" was the lowest, indicating that the faculty and staff are not involved in university performance management. To address these issues, based on Peter Drucker's performance management theory, the researchers proposed strategies to optimize career development, including five measures.

6. Discussion of incentive mechanism: the overall average value is $(\bar{X} = 3.05)$, with a medium level. Through the analysis, the average and standard deviation data of the incentive mechanism level find that the average index of "faculty and staff get material incentive in universities" is the lowest, indicating that the reform and innovation efforts of Guangxi private colleges and universities are insufficient, no sense of difficulty and lack of competitive atmosphere. To address these issues, the researchers proposed strategies to optimize the work environment, including 4 measures.

Recommendations

1. To study the development level of human resource management in higher vocational colleges in Guangxi : The establishment of a set of scientific and standardized research mechanism and operation process can effectively study the human resource management level of Guangxi higher vocational colleges, and through the frontier research of the internationalization of the human resource management level of higher vocational colleges, correctly build a perfect human resource management system, so as to make it better serve the college.

2. Study the optimization strategy of human resource management in higher vocational schools in Guangxi : Develop a comprehensive talent strategic plan, focusing on the cultivation and introduction of talents; in the analysis of the influencing factors of human resource supply and demand, adopt various scientific forecasts based on quantitative and qualitative analysis; and formulate the general plan and various business plan for the balance between supply and demand of

human resource allocation. Meet the human resources needs of future organizations through specific business plans. Establish a sound training system, formulate personalized training plans, provide more opportunities for career development, and stimulate employees' enthusiasm for learning and innovation ability. Strengthen the operability and practical effect of the participation in performance management, explore diversified performance management and incentive mechanisms, and flexibly adjust the compensation and welfare according to the actual situation. Strengthen the training of professional knowledge and legal awareness of management personnel, establish a good management style, design the career of teaching staff, so that their values overlap with the values of higher vocational colleges, and establish diversified incentive measures.

3. Assess the optimization strategy of human resource management

in higher vocational colleges in Guangxi ■ The percentage and frequency were used to analyze the variable indicators of human resource management in higher vocational colleges in Guangxi, and the information analysis was conducted with a sample of respondents. The level of human resource management in Guangxi higher vocational colleges is analyzed by the mean value and standard deviation. To develop the optimization strategy of human resource management in Guangxi higher vocational colleges by using the content analysis method. The feasibility of the optimization strategy of human resource management in Guangxi.

Future research

After the research on human resource management level in Guangxi higher vocational colleges, based on the above research, this paper concludes the optimization strategy of human resource management in Guangxi higher vocational colleges. Although some achievements have been made, I will further systematic and in-depth research.

The directions and contents of further research in this research include:

1. Explore the introduction of modern management concepts and technologies, such as data analysis, information management, talent strategic

planning, etc., so as to improve the efficiency and management of human resource management level in higher vocational colleges.

2. Pay attention to the cultural construction of higher vocational colleges, such as improving the moral quality of employees, establishing correct values, and creating a positive working atmosphere, so as to improve the cohesion of higher vocational colleges and the sense of belonging of the staff.

3. In the study of human resource management in higher vocational colleges, to meet the needs of the development of The Times, establish a human resource supervision system with the market as the main body, break through the traditional talent management mechanism, form an integrated human resource management mode inside and outside the school, and establish an effective talent flow mechanism.

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Appendixes

Appendix A

List of Specialists and Letters of Specialists Invitation for IOC Verification

List of experts in research instruments

No	Name-Surname	Workplace
1	Professor Dr.Tang Dehai	PhD (Education Management) Guangxi University for Nationalities
2	Dr.Ma Huan Ling	PhD (Education Management) Guangxi Normal University
3	Tang Xihai	Vocational and Technical College of Nanning Normal University

Appendix B

Official Letter

ที่ อว ๐๖๔๓.๑๔/บพ. ๖๒๗



มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา
๑๐๖๑ อีสรภาพ ๑๕ แขวงทิวสุกรี
เขตธนบุรี กรุงเทพฯ ๑๐๖๐๐

๒๖ เมษายน ๒๕๖๖

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลโดยการเข้าสัมภาษณ์

เรียน

สิ่งที่ส่งมาด้วย ๑.แบบสัมภาษณ์ จำนวน ๑ เล่ม

เนื่องด้วย Mr.Guo Tu นักศึกษาระดับบัณฑิตศึกษา หลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาการ
บริหารการศึกษา มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา ได้รับการอนุมัติให้ดำเนินการวิจัยวิทยานิพนธ์
เรื่อง “Strategies for Development of Human Resource Management in Guangxi Higher
Vocational Colleges” โดยมีคณะกรรมการที่ปรึกษาวิทยานิพนธ์ ดังนี้

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| ๑. ผู้ช่วยศาสตราจารย์ ดร.สรยุทธ์ เศรษฐสุขจร | ประธานที่ปรึกษาหลัก |
| ๒. รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ | อาจารย์ที่ปรึกษาร่วม |
| ๓. ผู้ช่วยศาสตราจารย์ ดร.สหทัยา สิทธิวิเศษ | อาจารย์ที่ปรึกษาร่วม |

ในการนี้คณะกรรมการบริหารหลักสูตรฯ ได้พิจารณาเห็นว่าท่านเป็นผู้เชี่ยวชาญที่มีความรู้
ความสามารถที่จะให้ข้อมูล คำแนะนำอันเป็นประโยชน์ต่อการประเมินความเหมาะสมและความเป็นไปได้ของ
นักศึกษาได้เป็นอย่างดี จึงขออนุญาตให้นักศึกษาเข้าสัมภาษณ์ และกำหนดวันเวลาแก่นักศึกษาที่ท่านสะดวก

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์แก่นักศึกษาด้วยจะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.คณกร สว่างเจริญ)
คณบดีบัณฑิตวิทยาลัย

งานประสานบัณฑิตศึกษา

โทร ๐-๒๕๗๓-๗๐๐๐ ต่อ ๑๘๑๔

ที่ อว ๐๖๔๓.๑๔/ปท. ๑๒๗



มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา
๑๐๖๑ อีสราภาพ ๑๕ แขวงหิรัญรูจี
เขตธนบุรี กรุงเทพฯ ๑๐๖๐๐

๒๑ เมษายน ๒๕๖๖

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลในการทำวิทยานิพนธ์

เรียน

เนื่องด้วย Mr.Guo Tu นักศึกษาระดับบัณฑิตศึกษา หลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาการบริหารการศึกษา มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา ได้รับการอนุมัติให้ดำเนินการวิจัยวิทยานิพนธ์ เรื่อง “Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges” โดยมีคณะกรรมการที่ปรึกษาวิทยานิพนธ์ ดังนี้

๑. รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์
๒. รองศาสตราจารย์ ดร.จิตติวิสุทธิ์ วัฒนปิฎญา
๓. ผู้ช่วยศาสตราจารย์ ดร.กุลสิรินทร์ อภิรัตน์วรเดช

ในการทำวิทยานิพนธ์ครั้งนี้ นักศึกษามีความจำเป็นต้องเก็บข้อมูล เพื่อประกอบการจัดทำวิทยานิพนธ์ ดังนั้น จึงใคร่ขอความอนุเคราะห์ให้นักศึกษาได้ทำการเก็บข้อมูลเพื่อนำไปประกอบการจัดทำวิทยานิพนธ์ให้สมบูรณ์ยิ่งขึ้น

จึงเรียนมาเพื่อโปรดพิจารณาหวังว่าคงได้รับความอนุเคราะห์จากท่านและขอขอบพระคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.คนกร สว่างเจริญ)
คณบดีบัณฑิตวิทยาลัย

งานประสานบัณฑิตศึกษา
โทร ๐-๒๔๗๓-๗๐๐๐ ต่อ ๑๘๑๔

ที่ อว ๐๖๔๓.๑๔/บพ. ๒๖๖



มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา
๑๐๖๑ อีสรภาพ ๑๕ แขวงหิรัญรูจี
เขตธนบุรี กรุงเทพฯ ๑๐๖๐๐

๒๖ เมษายน ๒๕๖๖

เรื่อง เชิญเป็นผู้เชี่ยวชาญตรวจสอบความตรงเชิงเนื้อหาเครื่องมือในการทำวิทยานิพนธ์

เรียน Professor Dr.Tang Xihai, Vocational and Technical College of Nanning Normal

- สิ่งที่ส่งมาด้วย ๑. คำโครงวิทยานิพนธ์ จำนวน ๑ เล่ม
๒. แบบสอบถาม จำนวน ๑ ชุด

เนื่องด้วย Mr.Guo Tu นักศึกษาระดับบัณฑิตศึกษา หลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาการบริหารการศึกษา มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา ได้รับการอนุมัติให้ดำเนินการวิจัยวิทยานิพนธ์ เรื่อง “Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges” โดยมีคณะกรรมการที่ปรึกษาวิทยานิพนธ์ ดังนี้

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| ๑. ผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร | ประธานที่ปรึกษาหลัก |
| ๒. รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ | อาจารย์ที่ปรึกษาร่วม |
| ๓. ผู้ช่วยศาสตราจารย์ ดร.สหทัย สิทธิวิเศษ | อาจารย์ที่ปรึกษาร่วม |

ในการทำวิทยานิพนธ์ครั้งนี้ นักศึกษาจำเป็นต้องตรวจสอบความตรงเชิงเนื้อหา (Content Validity) ของเครื่องมือ เพื่อให้ได้เครื่องมือที่สมบูรณ์ที่สุด ทางบัณฑิตวิทยาลัยได้พิจารณาเห็นว่าท่านเป็นผู้ทรงคุณวุฒิ มีความรู้ความสามารถสอดคล้องกับหัวข้อการทำวิทยานิพนธ์ ดังกล่าวเป็นอย่างยิ่ง ซึ่งคำแนะนำของท่านจะเกิดประโยชน์ต่อการปรับปรุงแก้ไขในการสร้างเครื่องมือสำหรับการวิจัยของนักศึกษาให้มีคุณภาพและเหมาะสมเพื่อใช้ในการเก็บรวบรวมข้อมูลในการวิจัยต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์แก่นักศึกษาดังกล่าวจะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.คณกร สว่างเจริญ)

คณบดีบัณฑิตวิทยาลัย

งานประสานบัณฑิตศึกษา

โทร ๐-๒๔๗๓-๗๐๐๐ ต่อ ๑๘๑๔

ที่ อว ๐๖๔๓.๑๔/บท.๑๒๔



มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา
๑๐๖๑ อีสรภาพ ๑๕ แขวงหิรัญรูจี
เขตธนบุรี กรุงเทพฯ ๑๐๖๐๐

๒๖ เมษายน ๒๕๖๖

เรื่อง เชิญเป็นผู้เชี่ยวชาญตรวจสอบความตรงเชิงเนื้อหาเครื่องมือในการทำวิทยานิพนธ์

เรียน Professor Dr.Ma Huanlin, Guangxi Normal University

สิ่งที่ส่งมาด้วย ๑. คำโครงวิทยานิพนธ์ จำนวน ๑ เล่ม
๒. แบบสอบถาม จำนวน ๑ ชุด

เนื่องด้วย Mr.Guo Tu นักศึกษาระดับบัณฑิตศึกษา หลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาการบริหารการศึกษา มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา ได้รับการอนุมัติให้ดำเนินการวิจัยวิทยานิพนธ์เรื่อง “Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges” โดยมีคณะกรรมการที่ปรึกษาวิทยานิพนธ์ ดังนี้

๑. ผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร	ประธานที่ปรึกษาหลัก
๒. รองศาสตราจารย์ ดร.นรินทร์ สุธีนรินทร์	อาจารย์ที่ปรึกษาร่วม
๓. ผู้ช่วยศาสตราจารย์ ดร.สัททยา สิทธิวิเศษ	อาจารย์ที่ปรึกษาร่วม

ในการทำวิทยานิพนธ์ครั้งนี้ นักศึกษาจำเป็นต้องตรวจสอบความตรงเชิงเนื้อหา (Content Validity) ของเครื่องมือ เพื่อให้ได้เครื่องมือที่สมบูรณ์ที่สุด ทางบัณฑิตวิทยาลัยได้พิจารณาเห็นว่าท่านเป็นผู้ทรงคุณวุฒิ มีความรู้ความสามารถสอดคล้องกับหัวข้อการทำวิทยานิพนธ์ ดังกล่าวเป็นอย่างดี ซึ่งคำแนะนำของท่านจะเกิดประโยชน์ต่อการปรับปรุงแก้ไขในการสร้างเครื่องมือสำหรับการวิจัยของนักศึกษาให้มีคุณภาพและเหมาะสมเพื่อใช้ในการเก็บรวบรวมข้อมูลในการวิจัยต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์แก่นักศึกษาดังกล่าวจะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.คณกร สว่างเจริญ)

คณบดีบัณฑิตวิทยาลัย

งานประสานบัณฑิตศึกษา

โทร ๐-๒๔๗๓-๗๐๐๐ ต่อ ๑๘๑๔



ที่ อว ๐๖๔๓.๑๔/บพ.๖๒๔

มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา
๑๐๖๑ อีสราภพ ๑๕ แขวงหิรัญบุรี
เขตธนบุรี กรุงเทพฯ ๑๐๖๐๐

๒๖ เมษายน ๒๕๖๖

เรื่อง เชิญเป็นผู้เชี่ยวชาญตรวจสอบความตรงเชิงเนื้อหาเครื่องมือในการทำวิทยานิพนธ์

เรียน Professor Dr.Tang Dehai, Guangxi University for Nationalities

สิ่งที่ส่งมาด้วย ๑. คำโครงวิทยานิพนธ์ จำนวน ๑ เล่ม
๒. แบบสอบถาม จำนวน ๑ ชุด

เนื่องด้วย Mr.Guo Tu นักศึกษาระดับบัณฑิตศึกษา หลักสูตรครุศาสตรดุษฎีบัณฑิต สาขาวิชาการ
บริหารการศึกษา มหาวิทยาลัยราชภัฏบ้านสมเด็จเจ้าพระยา ได้รับการอนุมัติให้ดำเนินการวิจัยวิทยานิพนธ์
เรื่อง “Strategies for Development of Human Resource Management in Guangxi Higher
Vocational Colleges” โดยมีคณะกรรมการที่ปรึกษาวิทยานิพนธ์ ดังนี้

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| ๑. ผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร | ประธานที่ปรึกษาหลัก |
| ๒. รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ | อาจารย์ที่ปรึกษาร่วม |
| ๓. ผู้ช่วยศาสตราจารย์ ดร.สหทัย สิทธิวิเศษ | อาจารย์ที่ปรึกษาร่วม |

ในการทำวิทยานิพนธ์ครั้งนี้ นักศึกษาจำเป็นต้องตรวจสอบความตรงเชิงเนื้อหา (Content Validity)
ของเครื่องมือ เพื่อให้ได้เครื่องมือที่สมบูรณ์ที่สุด ทางบัณฑิตวิทยาลัยได้พิจารณาเห็นว่าท่านเป็นผู้ทรงคุณวุฒิ มี
ความรู้ความสามารถสอดคล้องกับหัวข้อการทำวิทยานิพนธ์ ดังกล่าวเป็นอย่างยิ่ง ซึ่งคำแนะนำของท่านจะเกิด
ประโยชน์ต่อการปรับปรุงแก้ไขในการสร้างเครื่องมือสำหรับการวิจัยของนักศึกษาให้มีคุณภาพและเหมาะสม
เพื่อใช้ในการเก็บรวบรวมข้อมูลในการวิจัยต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์แก่นักศึกษาดังกล่าวจะเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.คณกร สว่างเจริญ)

คณบดีบัณฑิตวิทยาลัย

งานประสานบัณฑิตศึกษา

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Appendix C

Research Instruments

Research questionnaire

Title: Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges

Clarification

1. The tool used this time is a questionnaire survey to evaluate the human resource management strategy of Guangxi higher vocational colleges.

2. Please fully consider and evaluate the feasibility of the human resource management strategy in Guangxi higher vocational colleges in light of the situation of the college.

2. The questionnaire is divided into two parts.

Part I: Ask the respondents about their personal information.

Part II: Study the level of development of Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges

3. Please check your actual ability status or feeling, the standard is:

Doctoral student in Educational Administration

Level 5 indicates complete agreement and meets the highest level

Level 4 indicates comparative agreement and meets the high level

Level 3 indicates general agreement and meets the medium level

Level 2 indicates more disagreement and meets the low level

Level 1 indicates disagreement and meets the lowest level

Thank you very much for your help

GUOTU

Doctoral student in Educational Administration

Bansomdejchaopraya Rajabhat University

Part I: Ask the respondents about their personal information. There are 6 questions.

Problem
<p>1. Gender</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Female</p>
<p>2..Age</p> <p><input type="checkbox"/> (1) 26 years old and under</p> <p><input type="checkbox"/> (2) 26-36 years old</p> <p><input type="checkbox"/> (3) 36-45 years old</p> <p><input type="checkbox"/> (4) Over 45 years old</p>
<p>3. Educational level</p> <p><input type="checkbox"/> (1) Bachelor degree or below</p> <p><input type="checkbox"/> (2) Master's degree</p> <p><input type="checkbox"/> (3) Doctorate</p> <p><input type="checkbox"/> (4) post-doctoral</p>
<p>4. Professional title</p> <p><input type="checkbox"/> (1) Primary</p> <p><input type="checkbox"/> (2) Intermediate</p> <p><input type="checkbox"/> (3) Deputy Senior</p> <p><input type="checkbox"/> (4) Senior</p>
<p>5. Years of work</p> <p><input type="checkbox"/> (1) 1 -3years and under</p> <p><input type="checkbox"/> (2) 4-6 years</p> <p><input type="checkbox"/> (3) 6-10 years</p> <p><input type="checkbox"/> (4) 10-20 years</p> <p><input type="checkbox"/> (5) Over 20 years</p>
<p>6. Postion</p> <p><input type="checkbox"/> (1) Management</p> <p><input type="checkbox"/> (2) Full-time teacher</p> <p><input type="checkbox"/> (3) Teaching auxiliary</p>

Part II: A questionnaire of human resource management level in Guangxi higher vocational colleges

	Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges	5	4	3	2	1
	Human resource planning					
1	Formulate a plan to balance the supply and demand of university talents					
2	needs of strategic development needs					
3	Adjust according to the changes in the internal and external environment and policy conditions					
4	Reasonable allocation of resources, effectively motivate and develop employees					
5	A scientific and standardized resource allocation management system and operation process have been formulated					
6	Develop various quantitative scientific analysis to predict the supply and demand of human resources					
	Training and Development					
1	Improve training staff to match job requirements					
2	Improve employees' working ability, knowledge level and potential to play					
3	Improve the adaptability and adaptability of college or individuals					
4	Improve and enhance the sense of identity and belonging of employees					
5	Improve the level of non-institutionalized training					
6	Improve the level of training and development to solve practical problems					
	Performance management					
1	Leaders and employees all participate in the performance management system					

	Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges	5	4	3	2	1
2	Can better serve the strategic planning and vision goal performance of the college					
3	Performance appraisal closely related to management by objectives					
4	Be committed to comprehensively improving the communication awareness of managers					
5	Establish an effective performance management and feedback mechanism					
6	Enrich assessment standards					
	Compensation and welfare management					
1	Objective, fair and reasonable payment to each employee					
2	Give employees a sense of self-worth and the joy of being respected					
3	Increase employees 'sense of belonging and recognition and support for the university's development strategy					
4	Compensation and welfare management makes employee compensation and benefits not lower than the same industry standard					
5	Different remuneration schemes are designed based on the performance					
6	There is a clear system of reward and punishment					
	Labor relationship management					
1	Ensure the mutual choice right of university and employees, and realize the optimal combination of work operation elements combination of work operation elements					
2	Protect the legitimate rights and interests of the faculty and staff, and fully mobilize their enthusiasm					

	Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges	5	4	3	2	1
3	Leaders improve labor relations within the university and create a comfortable working environment					
4	Leaders improve the quality of work and life of employees and design their careers so that their values overlap with those of the university					
5	Ensure the mechanism for dispute settlement through consultation					
6	To ensure that trade unions play an active role					
	Incentive mechanism					
1	Develop relevant material incentives					
2	Develop the relevant spiritual incentives					
3	Develop relevant target incentives					
4	Develop relevant democratic incentives					
5	There must be a sound and scientific incentive mechanism					
6	Incentive mechanism can reflect the humanization					

Appendix D

The Results of the Quality Analysis of Research Instruments

Research instrument consistency index (IOC)

To Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges

NO	Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges	Experts			IOC	result
		1	2	3		
Human resource planning						
1	Formulate a plan to balance the supply and demand of university talents	1	1	1	1.00	valid
2	needs of strategic development needs	1	1	1	1.00	valid
3	Adjust according to the changes in the internal and external environment and policy conditions	1	1	1	1.00	valid
4	Reasonable allocation of resources, effectively motivate and develop employees	1	1	1	1.00	valid
5	A scientific and standardized resource allocation management system and operation process have been formulated	1	1	1	1.00	valid
6	Develop various quantitative scientific analysis to predict the supply and demand of human resources	1	1	1	1.00	valid
Training and Development						
1	Improve training staff to match job requirements	1	1	1	1.00	valid
2	Improve employees' working ability, knowledge level and potential to play	1	1	1	1.00	valid
3	Improve the adaptability and adaptability of college or individuals	1	1	1	1.00	valid
4	Improve and enhance the sense of identity and belonging of employees	1	1	1	1.00	valid
5	Improve the level of non-institutionalized training	1	1	1	1.00	valid
6	Improve the level of training and development to solve practical problems	1	1	1	1.00	valid

NO	Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges	Experts			IOC	result
		1	2	3		
Performance management						
1	Leaders and employees all participate in the performance management system	1	1	1	1.00	valid
2	Can better serve the strategic planning and vision goal performance of the college	1	1	1	1.00	valid
3	Performance appraisal closely related to management by objectives	1	1	1	1.00	valid
4	Be committed to comprehensively improving the communication awareness of managers	1	1	1	1.00	valid
5	Establish an effective performance management and feedback mechanism	1	1	1	1.00	valid
6	Enrich assessment standards	1	1	1	1.00	valid
Compensation and welfare management						
1	Objective, fair and reasonable payment to each employee	1	1	1	1.00	valid
2	Give employees a sense of self-worth and the joy of being respected	1	1	1	1.00	valid
3	Increase employees 'sense of belonging and recognition and support for the university's development strategy	1	1	1	1.00	valid
4	Compensation and welfare management makes employee compensation and benefits not lower than the same industry standard	1	1	1	1.00	valid

5	Different remuneration schemes are designed based on the performance	1	1	1	1.00	valid
6	There is a clear system of reward and punishment	1	1	1	1.00	valid
Labor relationship management						
1	Ensure the mutual choice right of university and employees, and realize the optimal combination of work operation elements combination of work operation elements	1	1	1	1.00	valid
2	Protect the legitimate rights and interests of the faculty and staff, and fully mobilize their enthusiasm	1	1	1	1.00	valid
3	Leaders improve labor relations within the university and create a comfortable working environment	1	1	1	1.00	valid
4	Leaders improve the quality of work and life of employees and design their careers so that their values overlap with those of the university	1	1	1	1.00	valid
5	Ensure the mechanism for dispute settlement through consultation	1	1	1	1.00	valid
6	To ensure that trade unions play an active role	1	1	1	1.00	valid

Research instrument consistency index (IOC)

To study the level of development of Strategies for
Development of Human Resource Management in
Guangxi Higher Vocational Colleges

N O	the level of development of incentive mechanism in human resource management of private universities in Guangxi	Experts			IOC	result
		1	2	3		
Incentive mechanism						
1	Develop relevant material incentives	1	1	1	1.00	valid
2	Develop the relevant spiritual incentives	1	1	1	1.00	valid
3	Develop relevant target incentives	1	1	1	1.00	valid
4	Develop relevant democratic incentives	1	1	1	1.00	valid
5	There must be a sound and scientific incentive mechanism	1	1	1	1.00	valid
5	Incentive mechanism can reflect the humanization	1	1	1	1.00	valid
6	Develop relevant material incentives	1	1	1	1.00	valid

Human resource management strategy	Interview questions	
Human resources planning	1	What do you think of the HR planning of the college?
	2	How do you think universities should optimize the human-resource mechanism?
Training and development	1	Can you talk about your views on the talent training and development of higher vocational colleges?
	2	What do you think of the other aspects that need to be improved in the development of human resources training?
performance management	1	Do you think the performance management of universities can effectively promote the motivation and enthusiasm of faculty and staff?
	2	So, what do you think needs to improve the performance management of universities?
Compensation and welfare management	1	What do you think of the salary and welfare management in universities? What are the characteristics
	2	Do you think the compensation and benefits system needs to be improved? What aspects need to be improved?
Labor relations management	1	Do you think the vocational colleges can make any improvements in the aspect of talent introduction?
	2	Are the staff involved in the democratic management of labor relations? Especially in the major decisions concerning the vital interests of the staff
Incentive Mechanism	1	How do you encourage your employees to innovate in your team?
	2	How do you think the employee incentive mechanism can be effectively evaluated and improved?

Strategy Evaluation Form

Title: Strategies for Development of Human Resource Management
in Guangxi Higher Vocational Colleges

Clarification

1. The tool used this time is a questionnaire to strategies for development of human resource management in Guangxi higher vocational colleges

2. Please fully consider and evaluate the feasibility of Strategies for Development of Human Resource Management in Guangxi Higher Vocational Colleges

3. Please check each comment box. The score is as follows:

5 indicates highest feasibility

4 indicates high feasibility

3 indicates medium feasibility

2 indicates low feasibility

1 indicates lowest feasibility

Evaluate the Strategy man resource management in Guangxi higher vocational colleges

Strategy man resource management in Guangxi higher vocational colleges		Feasibility				
Human resources planning						
1	Formulate a comprehensive talent strategic plan, pay attention to the training and introduction of talents					
2	Establish a scientific and standardized management system and operating process, improve the management level, and strengthen resource allocation					
3	Various scientific prediction of human resource allocation based on quantitative and qualitative analysis					
4	Formulate the general plan and various business plans for the balance of supply and demand of human resources allocation					
5	Formulate a comprehensive talent strategic plan, pay attention to the training and introduction of talents					
Training and development						
1	Establish an internal training mechanism to improve the training quality and effect;					
2	Establish a sound training system, develop personalized training plans, and provide more opportunities for career development					
3	Pay attention to the employee's career development planning and training, and provide good promotion channels and training opportunities for the employee.					
4	Introduce advanced educational concepts and teaching					

	methods					
5	Provide opportunities for further study					
Strategy man resource management in Guangxi higher vocational colleges		Feasibility				
Performance management						
1	Strengthen the operability and practical effect of the participation in performance management					
2	Explore diversified performance management and incentive mechanisms to enhance the staff to gain more sense of achievement and belonging.					
3	Pay attention to effectiveness, avoid the evaluation indicators are too rigid, single, and lack of personalization and differentiation.					
4	Implement the performance appraisal system from the aspects of performance objectives, evaluation, feedback, incentive and so on.					
5	Assess employee performance and contribution through quantitative assessment methods.					
Compensation and welfare management						
1	Compared with the local higher vocational colleges at the same level, the salary and welfare benefits are flexibly adjusted according to the actual situation.					

2	Pay attention to the work contribution and value of employees, adopt a more flexible, scientific and reasonable management mode, to stimulate the work enthusiasm and creativity of employees.					
3	Design a scientific compensation structure to reflect the contribution and market value of the employees					
4	Fair and impartial treatment of employees' compensation and benefits					
Labor relations management						
1	Formulate corresponding rules and regulations for labor relations management according to law, and carry out legal publicity and education					
2	Strengthen the management of the business knowledge and legal awareness training, enhance the manager to master the relevant principles and skills					
3	Conduct career design of staff so that their values coincide with those of higher vocational colleges					
4	Participate faculty and staff in democratic management, especially major decisions concerning the vital interests of faculty and staff					
Incentive Mechanism						
1	Formulate relevant policies to favor high-level talents, key positions and front-line technical personnel, so as to prevent overstaffing, human relations and relationships					

2	Use good emotional motivation and appropriate authorization incentive					
3	Establish a variety of reward measures, from the spiritual and emotional combination of the reward					

Appendix E

Certificate of English



Appendix F

The Document for Accept Research / Full Paper



Acceptance Letter

Dear Author(s): **Guo Tu , Sarayuth Sethakhajorn, Niran Sutheeniran, Sahathaya Sittiwiset , Patchara Dechhome**

Paper ID	ECB_36
Paper Title	Strategies for Development of Human Resource Management in Higher Vocational Colleges in Guangxi

This is to enlighten you that above manuscript reviewed and appraised by the review committee members of **BioLEAGUES** and it is accepted for the purpose of publication in the “**European Chemical Bulletin**”.

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