GUIDELINE TO ORGANIZATIONAL MANAGEMENT OF GUANGXI HIGHER VOCATIONAL COLLEGES

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ABSTRACT

The objectives of this research were: 1) to study the current situation of organizational management of Guangxi higher vocational colleges, 2) to develop the guidelines to organizational management of Guangxi higher vocational colleges, and 3) to evaluate suitability and feasibility of guidelines to organizational management of Guangxi higher vocational colleges. The sample group of this research included 248 administrators from 12 higher vocational colleges in Guangxi. Research instruments included: 1) questionnaire, 2) structured interview, and 3) evaluation form. The data were analyzed by percentage, mean, standard deviation and content analysis.

The results were found that: 1) The current situation of organizational management of Guangxi higher vocational colleges in five aspects was at medium level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was organizational structure, followed by organizational goals, and organizational culture was the lowest mean. 2) Guidelines to organizational management of Guangxi higher vocational colleges included five aspects with a total 40 measures. There are 8 measures for organizational goals, 7 measures for organizational structure, 9 measures for organizational power, 8 measures for organizational culture and 8 measures for organizational system. 3) The suitability and feasibility evaluation results of the guideline were at highest level.

Keywords: Organizational Management, Guideline, Guangxi Higher Vocational Colleges

ชื่อเรื่อง **แนวทางการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี**
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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาสภาพปัจจุบันของการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี 2) เพื่อพัฒนาแนวทางการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี และ 3) เพื่อประเมินความเหมาะสมและความเป็นไปได้ของแนวทางการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี กลุ่มตัวอย่างที่ใช้ในการวิจัยครั้งนี้ ได้แก่ ผู้บริหารวิทยาลัยอาชีวศึกษาในมณฑลกวางสี จำนวน 12 แห่ง รวมทั้งสิ้น 248 คน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม แบบสัมภาษณ์แบบมีโครงสร้าง และแบบประเมิน สถิติที่ใช้ในการวิจัย ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์เนื้อหา

ผลการวิจัยพบว่า 1) สภาพปัจจุบันของการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี โดยภาพรวมทั้ง 5 ด้าน อยู่ในระดับกลาง เมื่อพิจารณาเป็นรายด้าน พบว่า โครงสร้างองค์กร มีค่าเฉลี่ยสูงสุด รองลงมาคือ เป้าหมายองค์กร ส่วนวัฒนธรรมองค์กร มีค่าเฉลี่ยต่ำสุด 2) แนวทางการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี ประกอบด้วย 5 ด้าน รวมทั้งสิ้น 40 มาตราการ ได้แก่ เป้าหมายองค์กร จำนวน 8 มาตรการ โครงสร้างองค์กร จำนวน 7 มาตรการ อำนาจองค์กร จำนวน 9 มาตรการ วัฒนธรรมองค์กร จำนวน 8 มาตรการ และระบบองค์กร จำนวน 8 มาตรการ 3) ผลการประเมินความเหมาะสมและความเป็นไปได้ของแนวทางการบริหารองค์กรของวิทยาลัยอาชีวศึกษาในมณฑลกวางสี อยู่ในระดับสูงสุด

คำสำคัญ: การบริหารองค์กร แนวทาง วิทยาลัยอาชีวศึกษาในมณฑลกวางสี

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Chapter 1
Introduction

Rationale

In 2010, China promulgated the "National Medium and Long-term Educational Reform and Development Plan (2010-2020)", proposing to establish and improve the modern university system with Chinese characteristics and improve the governance structure of universities. In 2014, China promulgated the "Action Plan for Improving the Management Level of Vocational Colleges (2015-2018)" (Jiaozhicheng (2015) No.7), which is the first special document related to the management of colleges and universities (higher vocational colleges). The "Higher Education Law" clearly pointed out that "institutions of higher education should face the society and implement democratic management in accordance with the law. In the "Decision" published in 1999, it was emphasized again that "in accordance with the provisions of the "Higher Education Law of the People's Republic of China" to effectively implement and expand higher education. The school's autonomy in running schools enhances the school's vitality in adapting to the local economy and society, and made some specific explanations, such as "improving the self-discipline of colleges and universities, the self-management mechanism, and further expanding the autonomy of colleges and universities in the admission of majors, and colleges and universities should deepen the school's management. System reform, further streamlining the organization, reducing staff to increase efficiency, reforming the distribution and reward system, implementing more work, more work, better pay, etc.

In 2021, the People's Government of Guangxi Zhuang Autonomous Region issued the "14th Five-Year Plan for the Development of Education in Guangxi" and "The 14th Five-Year Plan for the Revitalization and Development of Higher Education in Guangxi", emphasizing the need to improve the internationalization level of Guangxi's colleges and Universities and implement higher education. Open cooperation and upgrade projects, Build a China-ASEAN education open cooperation pilot zone, and deepen international collaborative innovation between higher vocational colleges and

ASEAN countries. This requires the managers of vocational colleges such as Guangxi West to have an international perspective and strengthen the reform of the organization and management of the school to meet the needs of international cooperation and open education.

With the continuous deepening of the reform of China's higher education management system, school-running system and internal management system, higher vocational education has achieved considerable development, the quality and efficiency of running schools have been continuously improved, and the concept of education management has been continuously enriched and strengthened. Chinese higher vocational colleges Internal organizational management has also made good progress:

Emphasizes the political nature of higher education, takes building morality and cultivating people as the fundamental task of education, education must educate people for the party and the country, and strengthen the socialist nature of education; emphasizes expanding the autonomy of colleges and universities to further "expand colleges and universities to run schools" "Autonomy" is often mentioned; attaching importance to the participation and decision-making power of professors in the management of academic affairs, and proposing to actively explore effective ways of "professors' scholarship", in fact, it has become more and more clear about the characteristics of academic organizations in universities. Cognitively, it is necessary to govern the internal affairs of the school according to the laws of education; it emphasizes democratic management, scientific decision-making, and democratic decision-making, and clearly guarantees that teachers and staff participate in the democratic management and supervision of the school in accordance with the law. The policy framework for the internal governance of universities is becoming clearer and clearer, that is, the political power, system construction, organizational structure, and organizational culture of universities can all develop benignly. However, with the development of internationalization of education and the development of informatization, the reserve of educational management talents in Guangxi is insufficient, and there are also some problems in the management of the internal organization of Guangxi higher vocational colleges. Pan Jiening (2017) believes that the

internal management of higher vocational colleges in Guangxi ignores the top-level design and overall planning of the reform, and there are doubts about the decentralization of power. Weaken, put forward to study and design the overall goal of the reform of the secondary management system of departments from a strategic height, use governance theory to straighten out the power relationship of the reform of the secondary management system of departments, and clarify the rights and responsibilities of the secondary management system of departments from the perspective of stakeholders In order to benefit, implement the internal management system reform by constructing supervision, restraint and evaluation mechanism by means of management by objectives.

Wu Yizi (2020) believes that driven by the development of international trade and economy, in order to cultivate higher vocational education talents who are more in line with the requirements of the "Belt and Road" initiative, Guangxi's higher vocational education is increasingly showing an international trend. The middle-level cadres of higher vocational colleges are the "spine" of college management and development colleges. Only by cultivating and improving the management level with an international perspective can they adapt to this development trend. Huang Danni (2019) pointed out that Guangxi vocational colleges have insufficient understanding of the importance of informatization, the overall level of management informatization is not high, the basic conditions are weak, and management informatization is insufficient in coordinating and applying capabilities. Countermeasures and suggestions for accelerating the promotion of Guangxi vocational college management informatization, such as comprehensive planning of vocational colleges, strengthening the construction of vocational college management information sharing platforms, and improving the application level of vocational college management information. Liang Xiaoli (2020) believes that higher vocational colleges are facing a major change from extensional expansion to connotative development. The realization of strategic goals of higher vocational colleges requires scientific performance management support, and the school's strategic goals should be decomposed layer by layer. Transformation into the key performance indicators of the secondary department is the basic idea, and the system design of the key performance indicators of the department is based on the

principles of the orientation of strategic goals, the systematicness of the indicator system, the measurability of indicator evaluation, and the communication of the formulation process. Achieve the school's strategic goals.

The internal organizational management of higher vocational colleges in Guangxi mainly ignores the top-level design of the reform and the overall plan, and has doubts about the decentralization of power. The phenomenon of serious globalization, weakening of academic power, unclear development strategy, unreasonable layout, unscientific organizational hierarchy, and insufficient communication and penetration with the outside world. It causes the slow development of colleges and universities, reduces the efficiency of the internal organization of colleges and universities, and hinders the sustainable development of colleges and universities. Therefore, it is an urgent need for the reform of higher vocational colleges in Guangxi to further accelerate the pace of reform of the internal organization and management of colleges and universities, and to create an internal organization and management of colleges and universities that is compatible with the international development and the modern university system.

Based on this, this paper conducts research on the internal organization and management of higher vocational colleges in Guangxi, based on education management and internal organization management, researches and analyzes the status quo and reasons for the internal organization and management of Guangxi higher vocational This colleges through questionnaires, interviews and other research methods, using statistics management of Guangxi higher vocational colleges, and on this basis, evaluates the paper analyzes and puts forward the guidelines for the internal organization and feasibility of the internal organization and management of Guangxi higher vocational colleges. I hope to provide some references for everyone, stimulate the vitality of the internal organization and management of Guangxi higher vocational colleges, provide new management ideas, and bring new development space and opportunities to Guangxi higher vocational colleges.

Research Questions

1. What is the current situation of the organization management of Guangxi higher vocational colleges ?

2. What is the organizational management of Guangxi Higher vocational colleges ?

3. Are the guideline to organizational management of Guangxi Higher vocational colleges is adaptable and feasible?

Objectives

1. To study the current situation of the organization management of Guangxi higher vocational colleges.

2. To develop the guideline to organizational management of Guangxi Higher vocational colleges .

3. To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges .

Scope of the Research

Population and the Sample Group

Population

The population were 12 higher vocational colleges in Guangxi. Total 700 administrators of Guangxi higher vocational colleges.

The Sample Group

According to Krejcie and Morgan (1970) sampling table, the sample group were 248 administrators in Guangxi Higher Vocational Colleges. They were selected by stratified sampling method from 12 universities which located in different city in Guangxi, and used by systematic random sampling.

The12 Higher Vocational Colleges selected include: Guilin Aerospace Industry College, Guangxi Mechanical and Electrical Vocational and Technical College, Liuzhou Vocational and Technical College, Nanning Vocational and Technical College, Guangxi Vocational and Technical College, Guangxi Electric Power Vocational and Technical College, Guangxi Agricultural Vocational and Technical University, Guangxi Construction

Vocational and Technical College, Guangxi Water Conservancy and Electric Power Vocational and Technical College, Guangxi Communications Vocational and Technical College, Guangxi Industrial and Commercial Vocational and Technical College, Guangxi International Business Vocational and Technical College

Structured interview

This study selects 24 administrators in higher vocational colleges in Guangxi as the research objects. This study understands the current situation of organization and management of higher vocational colleges in Guangxi through interviews. Respondents must meet the following criteria: 1) Middle-level managers of higher vocational colleges in Guangxi have been engaged in education management for 6 years or more; 2) Familiar with the management model of colleges and universities, and have a deep understanding of the organization and management of higher vocational colleges; 3) Respondents are willing to participate in recorded semi-structured interviews; 4) must be willing to view their interview transcripts for verification.

Evaluate

According to the actual situation of the organization and management of Guangxi higher vocational colleges, select 15 people who meet the following conditions to evaluate the guideline to organizational management of Guangxi higher vocational colleges: 1) Those who have been engaged in education management in Guangxi higher vocational colleges for more than 5 years 2) come from different higher vocational colleges; 3) have a senior professional title or a doctorate degree, and have in-depth understanding and research on the organization and management of higher vocational colleges.

The Variable

By reviewing the literature related to this study and counting the features mentioned in the organizational management of Guangxi higher vocational colleges, the features with a frequency of 6 and above were selected as variables for this study, and they include: 1) organizational goals, 2) organizational structure, 3) organizational power, 4) organizational Culture and 5) organizational system.

Advantages

1. The research results provide a reference for exploring the organizational management reform of higher vocational colleges in Guangxi.

2. The research results provide a reference for the leaders of higher vocational colleges to formulate the organizational framework and operation management.

3. The research results provide ideas for managers of higher vocational colleges to coordinate organizational management and improve management efficiency.

Definition of Terms

1. Educational management refer to an activity in which educational managers use certain theories and methods to rationally allocate educational resources under specific conditions, guide and organize educational personnel to complete educational tasks and achieve educational goals. The principles of education management are the principles and principles that managers must abide by in the activity process to efficiently achieve education management goals by organizing and coordinating the education team, giving full play to the role of educational human, financial, material and other information, and utilizing various favorable conditions within education.

2. Higher education management refers to According to the purpose and development law of higher education, people consciously adjust various relationships and resources inside and outside the higher education system in order to achieve the established goals. Higher education is divided into macro-management (administrative management, including the establishment and development planning of institutions of higher learning, fund allocation, classification of teacher higher education management and higher education micro-management (internal management, including teaching management, scientific research management, human resource management and logistics management) team building, etc.); management, etc.) at two levels.

3. Organizational management refers to the systematic process of planning, organizing, directing, and controlling the activities and resources within an organization to achieve its objectives efficiently and effectively. It involves coordinating the efforts of individuals and groups to accomplish common goals and objectives while ensuring the organization's overall success and sustainability. Organizational management encompasses various functions such as strategic planning, decision-making, resource allocation, leadership, communication, and performance evaluation. It aims to optimize organizational performance, foster innovation and adaptation, and create a conducive work environment conducive to employee motivation, satisfaction, and development.

4. Organizational goals refer to the goals that the organization pursues and expects to achieve in a specific period. It is the direction and driving force for the development of the organization, and also an important basis for the organization to guide its behavior and resource allocation in planning and decision-making. Organizational goals usually have the following characteristics: clarity, rationality, achievability, challenging, time limit.

5. Organizational structure refers to the framework or framework of roles, responsibilities, communication channels, and hierarchical levels within an organization. It defines how tasks are divided, coordinated, and controlled to achieve the organization's goals and objectives. it includes the organization structure, hierarchical relationship, post allocation and their mutual relations. Organizational structure determines the power distribution, responsibility division and information communication channels within the organization, and realizes its organizational goals through decision-making mechanism, resource allocation, assessment and incentive mechanism, and organizational structure reform.

6. Organizational power refers to the ability and authority within an organization to regulate and constrain member behavior and achieve organizational goals through various authorization and control mechanisms. It is an important component of organizational management process and plays a crucial role in the operation and development of the organization. Organizational power can be divided into formal power and substantive power. Formal power refers to the power stipulated

by the laws, regulations, and rules of an organization, such as organizational structure, power allocation, and scope of authority. Substantive power refers to the power formed in practical work due to professional influence, professional ability, organizational resources, etc. It can transcend formal power and have a significant impact on the organization. The characteristics of organizational power include: separation of power, Right and responsibility correspondence, concentration and dispersion of power, and checks and balances of power.

7. Organizational Culture refers to the sum of the values, group consciousness, behavioral norms and thinking patterns with the characteristics of the organization, which are formed in the long-term practice of the organization and generally recognized and followed by the members of the organization. It mainly includes two levels: one is the explicit level, including the organizational image, organizational logo, working environment, internal technology and norms of the organization; The second is the implicit level, including the organization's values, beliefs, social responsibility, sense of mission and so on. The task of organizational culture is to strive to create these common value systems and common codes of conduct.

8. Organizational system refers to the code of conduct that all members of an organization jointly abide by. Including various articles of association, regulations, rules, procedures, methods, standards, etc. The internal organizational management system of universities refers to the rules and regulations formulated by universities to achieve educational goals, standardize internal organizational structure, responsibilities, work processes, and behavioral norms, which have legal effect and administrative binding force. The organizational system covers the internal organizational structure, job responsibilities, behavioral norms, assessment and evaluation, reward and punishment mechanisms, supervision and inspection, and system revision.

9. Guangxi Higher Vocational Colleges refers to universities established in Guangxi Province. They refer to colleges and universities that mainly implement vocational higher education and higher vocational education, including junior college-level vocational colleges and undergraduate-level vocational colleges. There are

mainly vocational universities, vocational and technical universities, vocational colleges, and vocational and technical colleges.

Research Framework

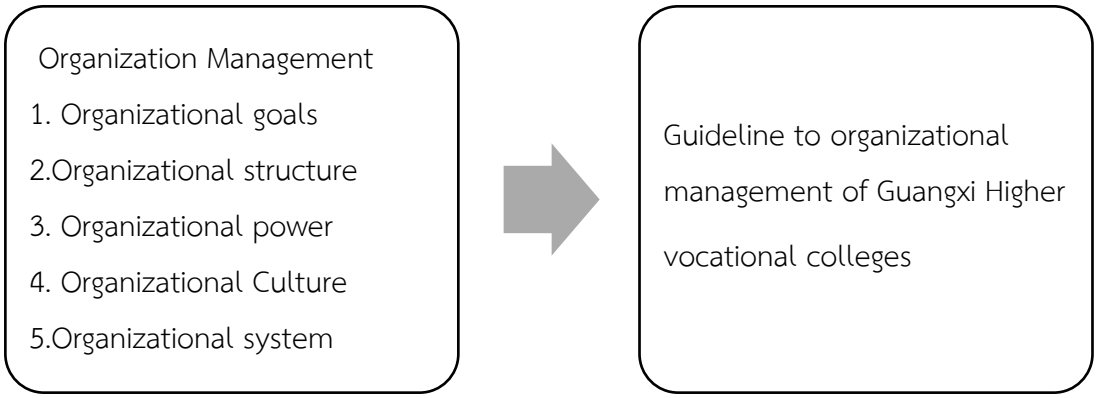

Figure 1.1 Research Framework

Chapter 2

Literature Review

This chapter will focus on discussing the research questions raised in the first chapter and summarizing the main theoretical basis and related researchers involved in this study, so as to clarify the theoretical inheritance, improvement and expansion of the relationship between this study and existing achievements. In order to explore the application of its theoretical basis to the organizational management reform strategy, this chapter proposes the following theories:

1. Concept of education administration.
2. Concept of organization management.
3. The context of higher vocational colleges in Guangxi.
4. Related research.

The details are as follows.

Concept of Education Administration

Simon Simon, H. A. (1988, p.61-76) believes that management is decision-making and focuses on the rationality of choice, including core concepts such as authority, efficiency, identity, influence and information communication, as well as programmed behavior and non-process Order behavior.

Tony Bush (1998, p.25-37) once pointed out when discussing the concept of educational management that "educational management is a practical activity involving the daily operation of schools, and educational management is also a discipline.".

Tony Bush(1998, p.56-62)summarizes the disputes in Western education management circles as the opposition between the two viewpoints of "universality" and "particularity". Scholars who hold the "universal viewpoint" often assume that management "It is based on common factors regardless of its institutional background" and believes that the universal principles of management can be applied to all organizations. There is no fundamental difference between educational management

and other management. For example, Skeir believes that "educational management is extremely imperfect... To solve this problem, the education sector urgently needs to work hard to improve its own management capabilities... Educational management is a form of general management, and it is not fundamentally different from the management of other industries."

Wu Zhihong (2000, p.76-87) point out educational management activities, he said that "like other management activities, educational management activities are restricted by social and historical conditions. The objects of educational management are also people, money, things, things, time, space and other components. Educational management also manifests It is a process and has its specialized management functions, and its management methods also change with the changes of the times, etc." However, after all, educational management is management in the field of education and has its own characteristics and laws. Therefore, in addition to the commonality of general management, educational management also has particularities that are different from other management.

Sang Xinmin (1993, p.130) "Education is the unique inheritance mode of human beings and the communication mode is the reproduction and re-creation of human beings themselves". The difference between it and other social phenomena is that "it is an activity of cultivating people".

Huang Zhicheng and Cheng Jinkuan (2001, p.6) believed that management efficiency is not the only pursuit of educational management, let alone the fundamental pursuit of educational management. "Since this management is limited to the management in the field of education. Therefore, the goals of educational organizations cannot be ignored."

Kang Cuiping (2000, p.4-7) consider educational management is "the effective use of relevant resources by educational managers in accordance with certain social requirements and educational laws through certain management methods." to achieve a practical activity that promotes the reproduction of human beings so that education can serve a certain society." Among them, "effective utilization of relevant resources through certain management methods" is an analysis of the essential attributes of educational management as a management activity. According to regulations, it

essentially refers to coordination activities, because as we have demonstrated above, coordination is the process of rationally allocating and effectively utilizing relevant resources through the operation of management functions such as planning, organization, command, leadership, and control. Based on this, we believe that the essence of educational management is a coordinated activity by educational managers in accordance with the requirements of a certain society and the laws of education itself to promote the reproduction of human beings so that education can better serve a certain society.

Sun Miantao (1997, p.33) believes that "a popular approach in domestic education management circles is to use a passage from Marx as a basis to explain that the essence of management is the unity of nature and society, and then infer that the essential attributes of education management are also natural. The unity of sexuality and sociality." Professor Sun Miantao raised questions about this approach of "imposing the characteristics of management onto educational management and labeling the essential attributes of educational management as natural and social" and put forward different opinions. He believes that educational management has two attributes, namely commonality and individuality. On the basis of analyzing the relationship between the attributes of education and the essential attributes of education, he inferred the essential attributes of educational management from the attributes of educational management. He believed that "the essence of educational management is that educational managers follow certain social requirements and educational management Its own law is an activity that promotes the reproduction of human beings themselves so that education can better serve a certain society.

Sun Miantao (2006, p.133-134) believes that "educational management is generally divided into two aspects: macroscopic educational management—educational administration and microscopic educational theory—school management." "Educational administration and school management are two organic components of educational management."

Sun Jintao (2023, p.1-11) believes that management is a large professional category, including project management, administrative management, enterprise management, public service management, etc. Educational management is a kind of

organizational activity in which educational managers use certain theories and methods, rationally allocate educational resources, guide and organize educational personnel to complete educational tasks, and achieve educational goals under specific conditions.

To sum up, Educational management is an activity in which educational managers use certain theories and methods to rationally allocate educational resources under specific conditions, guide and organize educational personnel to complete educational tasks and achieve educational goals. The principles of education management are the principles and principles that managers must abide by in the activity process to efficiently achieve education management goals by organizing and coordinating the education team, giving full play to the role of educational human, financial, material and other information, and utilizing various favorable conditions within education.

Higher Education Management

With the development and progress of management, the concept of the word management has been constantly enriched. The management community usually defines management as the process of coordinating human, material and financial resources through planning, organization, control, motivation, leadership and supervision, in order to better achieve the organizational goals. Through this definition, it can be seen that the management functions include planning, organization, control, motivation, leadership and supervision. The word "management" not only in different areas focus on the connotation of different, and in the same field of different stages of development of the connotation of different, in terms of higher education, with the development of higher education system and innovation, "management" to realize the meaning in the depth and breadth, under the background of tube do evaluation separation, more inclined to "governance".

Xu Guohua, Zhang De & and Zhao Ping (2000, p.16) believed that compared with management, governance is an interactive management from top to bottom. It mainly implements the management of public affairs through cooperation, consultation, partnership, establishment of identity and common goals, etc. The subjects of governance are diverse and can be realized without relying on the coercive

power of the state. Effective governance must be established in the state Therefore, management is a rich and multi-stage category, and it is necessary to avoid simplification when understanding and using the term management.

Sun Guicong (2003, p.67-70) gradually introduced the management of higher education in the field of higher education, in the form of policy implementation. These changes are the micro-level of management. Strengthening output control tries to reduce the operating cost of universities. Professionalization of management. The professionalization of management has two aspects. On the one hand is the professionalization of managers. On the other hand is the specialization of the management organization. Role roles in higher education. The management reform not only causes the environment and technical change of university management, but also changes the assumption of higher education participants in university management.

Li Rui (2018, p.10) believes that higher education management can be generally divided into higher education administration and internal management of institutions of higher learning. The management of higher education in this study refers to the activities that the government optimizes and coordinates the resources of higher education through planning, organization, leadership and control, so as to maximize the value of human, material and financial resources in higher education, so as to realize the goal of running higher education.

Bie Dunrong & Yi Mengchun (2021, p.7-16) believe that higher education in the broad sense refers to the cause of social or national higher education, which is often highly valued by the government and becomes an important field of the government's governance and governance. Higher education is a function of a specific organization. The higher education carried out by a university is often regarded as micro, while the higher education carried out by many universities or all universities within a certain region is considered as macro.

Wu Aihua, Yang Qiubo, & Hao Jie (2019, p.1-7) that "new engineering" construction is prompting the discipline of professional structure, management system, evaluation mechanism, personnel training mode of profound changes, the university educational philosophy, discipline structure, personnel training mechanism,

organization mode of comprehensive reform put forward the urgent request, also will, will promote higher education deep change, and the construction of higher education power plays an important role in the journey.

Zhang Xu, Guo Ju'e & Hao Kaibing (2016, p.26-35) believe that talent training and achievement transformation are the key driving force for higher education to promote innovation and entrepreneurship on the "supply side". The in-depth "supply-side" reform in terms of cultural atmosphere, personnel training and achievement transformation of higher education has a long-term strategic impact, and will provide a strong basic driving force for the continuous development of national innovation and entrepreneurship.

Wang Jianhua (2021, p.57-62). It is believed that "high-quality development" originally derived from the description of economic development stage, different from "rapid economic growth"; "high-quality development" reflects both the change of economic development mode and the renewal of economic development goals. Obtain a coherent and consistent decision-making criteria for social and economic evaluation."

To sum up, higher education management is a process in which people consciously adjust various relationships and resources inside and outside the higher education system according to the purpose and development law of higher education in order to achieve the established goals. Higher education is divided into macro-management (administrative management, including the establishment and development planning of institutions of higher learning, fund allocation, classification of teacher higher education management and higher education micro-management (internal management, including teaching management, scientific research management, human resource management and logistics management) Team building management, etc.) two levels.

Concept of Organizational Management

Henri Fayol (1841-1925) is one of the main representatives of practical management theory and the founder of the management process school. He believes that management is a skill. Henri Fayol believes that management is planning, organization, command, coordination and control.

MaxWeber (1922, p.121-132), put forward the "ideal administrative organization system", he thinks the administrative organization is "the crowd to control the crowd, known means", only highly structured, formal, rational ideal administrative organization system, is the most reasonable means of mandatory management of employees, is to achieve the goal, improve the most effective form of labor efficiency, and in terms of accuracy, stability, discipline and reliability is better to other organizational forms. "Ideal administrative system" has the following characteristics: clear division of positions; top-down power hierarchy system; personnel appointment through formal evaluation and education; strictly observe the system and discipline; establish a rational action guidelines, only the relationship between people ` collection, and not affected by personal feelings and preferences; establish management personnel 2 system, with a fixed salary and explicit promotion system.

Hoy, W. K. & Miskel, C.G. (2007, p.48-57) said that in terms of organization and organization management, the scientific educational management theory holds that the organization is an external natural and objective entity, and is above the individual in the organization. There is a structural contradiction between bureaucracy and specialization in schools. Individual development is the foundation of school development, and different theoretical schools provide rich resources for exploring the needs, goals, beliefs and motives of individual schools. There is a contradiction between power and politics in the school; the school organization culture and atmosphere play an important role in the process of school reform and development. Different school decision-making models have different roles, values and adaptation scope. Communication is an interactive process throughout every corner of school life; It is one of the tasks of school reform. Despite mixed views on school effectiveness, the pursuit of performance accountability centered on academic performance is becoming the focus of school improvement. School leaders shoulder multiple

responsibilities, such as being responsible for the school efficiency and leading the development direction of the school.

Thomas, Greenfield & Peter, Ribbin (1993, p.6) believe that the reality of an organization can only be expressed through human behavior; people can create and change organizations, so people are responsible for the organization. "Organizations are the product of culture, formed within a specific scope by an animal like man using his perceptions and life." "Organizations are the conscious social reality where people make decisions and take action in their view. Come is the right and appropriate action."

Fried and Brown (1974) believed that organizational change is a process that promotes structures and processes (such as interpersonal relationship, role), personnel (such as style, skill) and technological change and development methods.

Robert Burnbaum (2003, p11) believes that the university organization has a loose union property, That is, " less frequent, restricted, weak, or unimportant interactions between subsystems of tissues The combination of a slow response"

Button. R.Clark (1994) organization theory in higher education system research, in the new theory of higher education-multidisciplinary research, analysis, the characteristics and structure of higher education organization, he believes that higher education organization is a around a door called "discipline" knowledge established, with other social departments almost no special work structure, special core belief structure and unique power structure.

Xing Hui et al. (2019, p.31-39.) believe that the optimization of the governance structure of higher vocational colleges should strengthen the top-level design and establish a good institutional framework; govern the school according to the law and improve the internal system; organization; refine management and improve governance capabilities.

Sun Jian (2020, p.98-104) believes that the reform of the internal governance system of higher vocational colleges should carry out systematic reforms around the five aspects of governance structure, governance system, governance methods, governance guarantee, and governance evaluation to form a quality closed loop of internal governance reform and improve internal governance. Quality and effectiveness of reforms.

Feng Meng (2016, p.54-59) believes that the internal governance reform of China's higher vocational colleges is moving towards a consensus governance model, which is mainly reflected in: first, the establishment of a strong core decision-making body in terms of power allocation; second, the continuous institutionalization of the consensus decision-making mechanism It has become the regulatory guarantee for consensus governance; third, a variety of consensus governance methods have been fully used in the internal governance reform of higher vocational colleges.

Tang Zhibin (2020, p.76-84) believes that scientific concepts should lead the direction of governance modernization, optimize the governance structure of the system, organization and institution, realize the interactive development of higher vocational education system reform and governance capabilities, and gradually realize the modernization of Chinese higher vocational education governance.

Yang Yuhao (2020, p.37-41) based on the perspective of "interdisciplinary integration", found that the dilemma of disciplinary cooperation is more restricted by the administrative management structure of universities than the knowledge system, and concluded that the current management theory of universities is progressing slowly, and functional institutions tend to be decentralized and refined. Difficulties in collaboration among teaching and research institutions and complicated internal administrative affairs.

Xing Hui (2019, p31-39) and others carried out special research activities with the help of the "Research Group on the Current Situation of Higher Vocational Organizations", and conducted key interviews with relevant personnel who are engaged in or have been engaged in organizational personnel work. The investigation found that the organizational structure of higher vocational colleges lacks scientific It has been proved that there is a serious phenomenon of administrativeization; the construction of the charter is slow, and there is a problem of insufficient overall optimization; there is little change in the organizational structure, and it is difficult to improve governance capabilities.

Liu Bing (2018, p12-16) pointed out that from the perspective of school-running structure, China has basically formed a university system with public universities as the main body and private universities as supplements at this stage. As

the core of the internal governance structure of the two types of colleges and universities, the "principal responsibility system" is regarded as an important institutional cause of the administrativeization of public colleges and universities. Make private colleges and universities become a tool for teachers to grab private profits.

QiXiaosi (2018, p.85-90) went deep into the problems of the internal governance structure of colleges and universities, and believed that the current colleges and universities have problems such as vague accountability in system implementation, deviations in the implementation of specific rules, and an unsound social evaluation mechanism for the quality of running schools. Complete separation, the relevant organizational relationship of the academic committee is intricate, and the mutual buck-passing between the leadership of the party committee and the responsibility system of the principal.

Zhang Kaikai (2017, p.102-106) and others concluded that due to the continuous expansion of the enrollment scale and the overall scale of universities, the traditional internal organizational structure of universities is becoming more and more difficult to adapt to the needs of modern development. The emergence of "disease" has seriously affected and hindered the reform process of colleges and universities. Further studies have found that the current organizational structure of universities is heavily administrative, academic power is constantly weakening, and the departmental hierarchy is increasingly solidified, which greatly hinders the construction of a modern university system.

To sum up, organizational management refers to the systematic process of planning, organizing, directing, and controlling the activities and resources within an organization to achieve its objectives efficiently and effectively. It involves coordinating the efforts of individuals and groups to accomplish common goals and objectives while ensuring the organization's overall success and sustainability. Organizational management encompasses various functions such as strategic planning, decision-making, resource allocation, leadership, communication, and performance evaluation. It aims to optimize organizational performance, foster innovation and adaptation, and create a conducive work environment conducive to employee motivation, satisfaction, and development. This paper studies the internal organizational management of higher

vocational colleges, that is, the exploration of the organizational goals, organizational structure, organizational power, organizational culture and organizational system of higher vocational colleges. the researchers analyzed and synthesized documents, concepts, theories, and researches related to the internal organization management , which consisted of The researcher used the criteria to consider the corresponding characteristics. To use as a framework for research in this study. By selecting characteristics with a frequency of 6 or more. Which can be synthesized in 5 characteristics as follws: 1) organizational goals, 2) organizational structure, 3) organizational power , 4) organizational culture and 5) organizational system.

Table 2.1 The results of the synthesis of the internal organization management

Researcher / Influencing factors	Zhaoyi (2017)	Baikuang Feng(2018)	Quejingjing(2019)	Sunchao(2019)	DinZhishan(2019)	ChenJianwei(2020)	LiDan and Qinfengdan(2020)	Jiang Hong xia and Xinyuyou(2021)	JiangShang(2021)	GeXinyon and WangRongjing(2021)	SuiYifan(2021)	Zhao Chaohui and Zhan Hua(2021)	LiFuhua(2022)	JiangYutong(2022)	Zhangxian(2023)	Total
Organizational goals	√			√	√				√				√	√		6
organizational structure	√	√	√	√	√	√		√		√	√	√	√	√		12
organization manpower					√		√							√	√	4
organizational power	√	√		√		√	√			√	√		√	√	√	10
tissue technology									√	√	√	√				4
Organizational Culture	√	√	√	√				√			√					6
organizational system	√	√	√	√		√	√	√	√			√	√		√	11

According to table 2.1, the researchers analyzed and synthesized documents, concepts, theories, and researches related to the internal organization management, which consisted of Zhaoyi (2017), Baikuangfeng (2018), QueJingjing (2019), SunChao (2019), DinZhishan (2019), ChenJianwei (2020), Li Dan and Qin Fengdan (2020), Jiang Hongxia and XinYuyou (2021), Jiang Shang (2021), Ge Xinyong and Wang Rongjing (2021), Sui Yifan (2021), Zhao Chaohui and Zhang Hua(2021), Li Fuhua (2022), Jiang Yutong (2022), Zhang Xian (2023). The researcher used the criteria to consider the corresponding characteristics. To use as a framework for research in this study. By selecting characteristics with a frequency of 6 or more. Which can be synthesized in 5 characteristics as follows: 1) organizational goals, 2) organizational structure, 3) organizational power, 4) organizational Culture and, 5) organizational system.

Organizational goals

Classic management theory defines management by objectives (MBO) as: Management by objectives is a modern management method that is goal-oriented, people-centered, and results-based, so that organizations and individuals achieve the best performance. Management by objectives is also called "results management" and is commonly known as accountability system. It refers to a management method that determines work goals from top to bottom with the active participation of individual employees of the enterprise, and implements "self-control" at work to ensure the realization of goals from bottom to top.

Peter F. Drucker (1954, p.45-49) first proposed the concept of "management by objectives" in his famous book "Management Practice", and later he proposed the proposition of "management by objectives and self-control". Drucker believes that it is not that there is a goal only when you have a job, but on the contrary, only when you have a goal can you determine everyone's job.

Vroom (1964, p.32-40) first proposed it in the book "Work and Inspiration". Expectancy theory mainly studies the laws of consistency between needs and goals. Vroom believes that people are always eager to satisfy certain needs and achieve certain goals, and this goal has an impact on motivating people. The magnitude of this motivating power depends on the target value (valence) and the expected probability (expected value). Expectancy theory reveals this rule: an individual's understanding

and emphasis on a goal directly affects his motivation and behavior to achieve the goal.

Burnt Tracy (2004, p.112-117) said in "Analysis of the Way to Success - Walking with the Masters Series": "Success is equal to the goal. Everything else is an explanation of this sentence!" The goal of management is to achieve the goals of the organization, which shows that management It is a conscious and purposeful activity that relies on the organization and uses the power of the organization. Management arises with the emergence of organizations and is the lifeblood of organizations. It is an indispensable element for all organized activities in any society. Management activities not only have objective necessity for existence but also have clear purpose. Management without purpose does not exist. Management practice has proven that management is always a social activity carried out consciously to achieve a certain expected goal or purpose. Organizational goals are the desired future state that an organization strives to achieve. To study organizations, we must study organizational goals, and to study university organizations, we must also start from the organizational goals of universities. To study the organizational goals of universities, we must first understand what a university is.

H.A. Simon (2019, p.19--26) believed that the formal information system in an organization includes: hierarchical lines (linear information), functional lines (staff information), consultation systems, meeting or committee systems, memory organizations, and intelligence organizational units. The formal information system in six aspects constitutes the institutional environment of the organization, while the formal information system reflects the relationships among people in the organization. They guide and restrict the behavior of organizational members from different aspects to achieve goal integration in the organization.

Huang Li (1999, p.57-61) stated that goals are the value basis for the existence of an organization. Any organization is established to achieve a certain goal. In order to ensure the implementation of organizational goals, the organization must be effectively managed, that is, by coordinating the behavior of organizational members so that they can work together to achieve organizational goals. It can be seen that management is a goal-oriented activity. To carry out organizational management, one must first have a rational understanding of the organization's goals.

Shao Chong (2008, p.32-38) believes that management goals refer to the results and results that an organization hopes to achieve within a certain period of time. A complete goal, first of all, has a certain time limit, that is, the deadline for completing the target task is clear; secondly, the goal should be measurable and can usually be expressed by one or a set of quantitative indicators.

Porter et al (1974, p.603-609). characterized organizational commitment by three psychological factors: first, a belief in and acceptance of organizational goals and values (identification); second, a willingness to exert considerable effort toward organizational goal accomplishment (involvement); and third, a strong desire to remain in an organization (loyalty).

Pradhan et al., (2017, p.84-92) Research on SDGs carried out from a general public policy perspective has underlined the holistic and indivisible nature of the SDGs, and a large number of potential interactions and synergies among goals and targets.

Forestier & Kim(2020, p.40-47).Policy makers have to consider the goals as a whole, but goal prioritization may be appropriate when considering diverse contexts and capabilities This is especially important at the more concrete level of organizations.

Mhlanga et al. (2018, p.29-30) suggested that the meaningful prioritization of SDGs might be interpreted as a proxy for internal reflection and integration of the goals. Conversely, a superficial, unreasoned and unshared prioritization might be identified as cherry-picking, with organizations focusing on unproblematic goals.

To sum up, organizational goals refer to the goals that the organization pursues and expects to achieve in a specific period. It is the direction and driving force for the development of the organization, and also an important basis for the organization to guide its behavior and resource allocation in planning and decision-making. These goals can be specific and quantifiable, such as sales goals, production goals, etc., or macro and abstract, such as corporate culture building, brand image building, etc. Organizational goals usually have the following characteristics: clarity: organizational goals should be clear and clear, so that the members of the organization can clearly know the development direction and requirements of the organization. Rationality: The goal of the organization should conform to the actual situation and

resource conditions of the organization, and should not be too ideal or beyond the ability range of the organization. Achievability: organizational goals should be achievable, that is, the expected goals can be achieved through the organization's efforts and resource input. Challenging: organizational goals should be challenging, and can stimulate the enthusiasm and creativity of organizational members. Time limit: the organization's goals shall have a clear time limit to ensure that the organization achieves the goals within the specified time limit.

In short, organizational goals are an important basis for the operation and development of the organization. It can not only guide the behavior and resource allocation of the organization, but also improve the efficiency and performance of the organization, and enhance the cohesion and centripetal force of the organization.

Organizational structure

Optimizing the internal governance structure and improving the organizational operation efficiency is in the construction The core problem of the modern university system with national characteristics. In the 1990s, with a Here, university internal governance has always been a hot topic of academic research.

John vander Graaf (2001, p.194) Burton Clark (B.Clark) is a typical representative of the unistic governance structure theory. From the overall perspective, he attributed the decision-making bodies and groups at all levels of higher education to the category of academic power. The theory of unitary governance structure shows that the fundamental attributes of university organization is different from other organizations is a beneficial perspective, but it cannot effectively identify the multi-dimensional attributes of the internal governance structure of universities. However, Burton Clark also acknowledged that in the academic system, there is a governance structure that separates administrative culture from teacher and student culture, which leaves room for the theory of multiple governance structure.

Minterzberg (1972, p38-45): Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them.

Hold & Antony (1991, p.55-60): Structure is not a coordination mechanism and it affects all organizational process. Organizational structure refers to the models of internal relations of organization, power and relations and reporting, formal communication channels, responsibility and decision making delegation is clarified.

Amold & Feldman (1986, p.31-38): Helping the information flow is one of the facilities provided by structure for the organization (Monavarian, Asgari, & Ashena, 2007). Organizational structure should facilitate decision making, proper reaction to environment and conflict resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting report are duties of organization structure (Daft, Translated by Parsayian and Arabi, 1998).

Yang Yuhao (2020, p.37-41) Under the policy background of national streamlining administration and delegating power, implementing and expanding the autonomy of colleges and universities, and giving play to the main role of colleges and universities, exploring the secondary management of colleges and universities has become a new trend. The functional administrative departments of colleges and universities are scrambling to release power to the college, but it can be predicted that no matter how the functional departments of colleges and universities delegate power, they will not delegate power to the value of the functional departments, because the instinct of the functional departments is to prove the value and importance of their existence through functional management behavior.

Giddens (1984, p.58-61) Organizational structure is another component that makes organizational change especially complex and different from individual change. Organizations are made up, in part, by structures.

Kuhn & Deetz (2008, p.69-74) point out that even if managers wish to engage stakeholders as a resource they may lack the skills and knowledge to do so. Additionally, methods of disclosing information, sharing power, and granting autonomy have serious implications for organizational structure that can cause many ripple effects in the organization.

Xing Hui, Wu Qishu & Wang Weifeng. (2019, p.31-39) and others with the aid of "higher vocational organization status group" special research activities, put forward the problems of colleges and universities, think the internal organization structure should strengthen the top-level design, in the process of institutional framework, to do the liability configuration balance, with responsibilities balance as the basis, build the responsibilities between government, colleges and social dependence and interactive partnership. The organizational structure of higher vocational colleges must also be set up strictly in strict accordance with the school charter. According to the school conditions, the school should build characteristic institutions, improve the army and streamline administration, build flat organizations, diversify co-governance, establish collaborative management mechanism, refine management, and improve the governance capacity.

Qi XiaoSi (2018, p.85-90) into university internal governance structure problem, think the university responsibility in system implementation, the specific rules implementation deviation, school quality social evaluation mechanism is not sound, in terms of power operation face administrative power and academic power is not completely separated, academic committee related organization relationship is complicated, party leadership and the principal responsibility system, and so on and so forth. According to the theory of independent governance, he believes that in collective action, once the common goal is established, three main problems need to be solved: the supply of the new system, the credibility of commitment, and mutual supervision. This is important to avoid errors in decision-making and execution. It puts forward the four key points of improving the internal governance structure of colleges and universities: establishing advanced governance concepts, strengthening the system construction, ensuring the good use of the autonomy of running schools, and promoting the de-administration of academic affairs.

Li Chong ,Liu Shili & Su Yongjian (2018, p.105-111) through the investigation of 75 universities directly under the Ministry of Education found that our country universities "to give priority to in combination, combination," integrated governance structure is ideal, fully embodies the socialism with Chinese characteristics, however, on the specific expression mechanism of governance relations, in some problems, this

shows that the internal governance structure of the "top, design" is perfect, restricting the main reason of university organization operation efficiency is the mechanism of governance relationship.

Zhang Kaifa (2017, p.102-106) and others concluded, due to the expansion of enrollment and the overall scale of colleges and universities, the traditional internal organization structure is more and more difficult to meet the needs of modern development, bloated, overlapping functions, academic power administrative substitution of the emergence of "disease", serious influence and hindered the reform process of colleges and universities. Further research shows that the current organizational structure of universities is highly administrative, the academic power is weakening, and the hierarchical system is increasingly solidified, which greatly hinders the construction of modern university system. Reasonable and effective internal organization structure is in the sustainable development of colleges and universities, and the driving force is of great significance to the improvement of the educational level of colleges and universities. However, the reform and optimization of the internal organizational structure of universities should be based on the special attributes of universities themselves. Only by accurately grasping the characteristics of the organizational structure of colleges and universities, can we use science, ideas, correct ways and effective measures to deepen the reform of the organizational structure with effective measures, so as to promote the development of colleges and universities and adapt to the change of society. As an important organization in modern society, institutions of higher learning have prominent attributes that are different from other social organizations, which are specifically manifested in decentralization, hierarchy and openness.

To sum up, organizational structure refers to the framework or framework of roles, responsibilities, communication channels, and hierarchical levels within an organization. It defines how tasks are divided, coordinated, and controlled to achieve the organization's goals and objectives. it includes the organization structure, hierarchical relationship, post allocation and their mutual relations. Organizational structure determines the power distribution, responsibility division and information communication channels within the organization, and realizes its organizational goals

through decision-making mechanism, resource allocation, assessment and incentive mechanism, and organizational structure reform. The essence of organizational structure is the division of labor and cooperation system adopted to achieve the strategic goals of the organization, which determines the division of labor and cooperation mode of each member in the organization, and is the reflection of the organization to the changes of external environment, internal operating mechanism, technical conditions and organizational culture.

Organizational power

Since the birth of modern management theory, people have been discussing how university management can adapt to the organizational characteristics of universities, so as to effectively realize the organizational goals of universities. Burton Clark, a famous American higher education scientist, believes that a university is essentially a matrix organization organized around disciplines and administrative units. He summed up the characteristics of university organization as follows: "Knowledge is the basic material on which people work in the academic system, and teaching and research are the basic activities for making and manipulating this material; these tasks are divided into many closely related but independent specialties. ; this division of tasks promotes the formation of a flat, loosely connected work unit structure; this structure promotes the decentralization of control; and finally, the purpose is necessarily vague" Burton Clark believes that there are 10 power of the individual (professor rule), group rule (professor rule), guild power, professional power, charismatic authority, board of directors power (academic power), bureaucratic power (academic power), government power, political power, and Academic oligarchy power, etc. the power enjoyed by these decision-making bodies and groups from the top (country) to the bottom (department or lecture) of the higher education system is collectively referred to as "academic power" Clark uses the concept of "academic power" to collectively refer to all types of power in the higher education system. Although it highlights the academic nature of higher education, it ignores the public nature of higher education, and it is easy to cause confusion among multiple powers within universities, ignoring the differences. The specificity of other power types in "academic power".

Dahl (1957, p.201–215), "is something like this. A has power over B to the extent that he can get B to do something that B would not otherwise do. " This basic interpretation of power has carried through the decades: power is simply defined as the ability to get things done the way one wants them to be done. This implies that A would have the power to alter B's behavior.

Zalesnik (1989, p.215-219) perhaps against the needs and values of B. A might have to exert a force in opposition to some or all previously existing forces and restraints on B. This can generate conflict, the consequences and extent of which vary. Yet every organization is affected by power and its associated politics. Frequently, power issues are closer to the heart of individuals than concern for the organization's business. In fact, dedication to the organization is not enough to make an organization successful; it is more important to be dedicated to a set of managerial and ethical values. The absence of a proper dedication results in poor organizational health and low productivity. It is for this reason that a closer study of organizational power is indicated.

MaxWeber (1922, p.75-79), Legal rule is the basis of the theory of official organization structure, Because it provides the basis for the continuity of management, Management officer is selected according to his competence for the job, Has its rationality; Leaders have the legal means to exercise their power; All of the powers are clearly defined, The incumbent cannot apply his formal authority, Legal rule is based on a "legality" of the formal form and a trust in the power of those who take power to issue orders under these regulations, The management system of this organization not only has the legal recognized authority, And is "rational", That means to achieve the best management goals. Lawrence and Lorsch (1967),Power is a universal constant: it is needed even to run the most trivial functions of an organization or project. Thus, power is a prerequisite for success, irrespective of people's inner needs for power.

Bie Dunrong (1998, p.9-16) earlier proposed that the internal power of universities includes two types of power, one is teacher power, including non-administrative academic power of individual teachers and teachers collective; the other is administrative power.

Zhang Dexiang, Fang Shui-feng & Huifeng (2017, p.67-72) further pointed out that the internal power of universities is mainly composed of two parts: academic power and administrative power. Powers, the powers of the director, the powers of the section chief. Since then, the view that the internal power of universities is mainly composed of academic power and administrative power has gradually been widely recognized by the Chinese higher education circle. Of course, some scholars objected, thinking that from the perspective of administrative law, the dispute between "academic power" and "administrative power" is a "fake issue" that does not exist in logic and has no basis in reality. "Administrative power" is the same kind of power--university autonomy or university autonomy. Therefore, the internal power of a university is actually distributed among different groups such as teachers, students, managers and other auxiliary personnel. a kind of self-government or self-determination. Attributing the internal power of universities to university autonomy or university autonomy is obviously the same as the "academic power" collectively referred to by Clark, which is just a general term for various powers within universities. In addition, school autonomy The distribution among different groups actually shows that the power possessed by different groups is different. Therefore, in addition to academic power and administrative power, there are other aspects of power in colleges and universities. From the perspective of the subject of power exercise, it also includes the power of ordinary teachers, teaching assistants and students.

Chen Yukun & Qi Yeguo (1999, p.87-92) believed that the core of the reform of the internal management system of colleges and universities is the establishment of institutions and the division of powers, and the basis for the work of college cadres is certain legal positions and related powers. Universities have to be more intervened by the government in order to obtain funds from the government; the teaching activities of universities are increasingly restricted by the needs of society and students; extension. The external influence on the university has never been greater than it is now. The external system of the university has become an important force affecting its operation by providing the resources needed by the university. They believe that the internal power of modern universities mainly includes academic power, administrative power, student power and external power.

Wang Yingjie (2007, p.55-65,189-190) With the enrichment and expansion of university functions and the increasingly complex affairs of university affairs, full-time administrators gradually appeared in universities, so there are the differences between scholars and administrators, and there are the contradictions and conflicts between academic power and administrative power.

Sui Yifan (2001, p.7-11) "every university internal academic power and administrative power two basic power form, seems to have become a worldwide consensus", "scholars usually exist in various countries, the university of different power structure namely management mode is summarized into three types, namely in the academic power center of power structure pattern, centered on the administrative power structure pattern, and academic power and administrative power decentralization management of dual power structure pattern".

Tang Hanqi (2016, p.1-8) believes that modern colleges and universities are typical stakeholder organizations, involving multiple interests, interest relations are the basis of power relations, and multiple interests determine the diversification of power. From the perspective of the composition of internal stakeholders in Chinese colleges and universities, it mainly includes the party committee and party member groups, management personnel headed by the principal, faculty groups, and student groups. Multiple powers mainly include political power, administrative power, academic power, student power and democratic participation power.

Summarizing the power allocation models in the internal management of universities in various countries, we can see the following basic characteristics: (1) Among the school management personnel, there is a clear difference in the management of academic management personnel and full-time administrative personnel. Administrators with academic status play a decisive role in university management. The administrative powers that full-time administrators possess are limited in their role within the University. (2) The grassroots units of teaching and scientific research are dominated by academic forces, the power is mainly in the hands of professors, and the influence of administrative forces is very limited. (3) Implement staff system management for full-time administrative personnel in universities, basically borrowing from the management methods of national civil servants, and

some countries directly classify full-time university staff as national civil servants for management. (4) Pay attention to the participation of various forces in the grassroots affairs management of colleges and universities, emphasizing consultation and democracy, and most decisions are completed on the basis of full consultation and consensus.

To sum up, Organizational power refers to the ability and authority within an organization to regulate and constrain member behavior and achieve organizational goals through various authorization and control mechanisms. It is an important component of organizational management process and plays a crucial role in the operation and development of the organization. Organizational power can be divided into formal power and substantive power. Formal power refers to the power stipulated by the laws, regulations, and rules of an organization, such as organizational structure, power allocation, and scope of authority. Substantive power refers to the power formed in practical work due to professional influence, professional ability, organizational resources, etc. It can transcend formal power and have a significant impact on the organization. The characteristics of organizational power include: separation of power, correspondence between power and responsibility, concentration and dispersion of power, and checks and balances of power. This article studies the internal organizational management of higher vocational colleges. The internal organization of universities has the nature of administrative organization, as well as the particularity of academic organization. This dual nature is achieved through the operation of administrative and academic power within the organization. The internal organizational rights of higher education institutions refer to the ability and right to regulate and constrain the behavior of teachers and students and achieve organizational goals through authorization and control mechanisms within the school organization. The internal organizational rights of higher education institutions mainly include education and teaching rights, academic research rights, organizational management rights, personnel allocation rights, property use rights, facility and equipment use rights, student management rights, etc.

Organizational culture

Since the is of organization, there is an objective phenomenon of organizational culture. However, since the establishment of the enterprise until the first half of the 20th century, the role of organizational culture in the whole enterprise development process is not obvious. After the 1980s, people began to understand and study organizational culture, and formed a climax of theoretical exploration and research. The theory of organizational culture first started from the summary and research of Japanese enterprise management practice by American scholars, and through the comparison of the enterprise management mode of the United States and Japan, a series of research results on the theory and practice of organizational culture were obtained. Through the study of Japanese enterprises, the United States has concluded that culture is a factor that cannot be ignored in enterprise management. Began to attach importance to cultural management, management began to develop from material and institutional level to cultural level.

Schein (2010, p.55-59) consider treating organizational culture as the values, shared beliefs, and group norms all reflect the content of organizational culture, but they are not the essence of organizational culture. The word culture should contain the deeper underlying assumptions and beliefs shared by the members of the organization, which work unconsciously, and use a basic! It is taken for granted to explain the purpose and environment of the organization itself. These assumptions and beliefs are acquired through learning, are responses to the survival problems and internal integration problems of the group in the external environment, develop with new experiences, and can change culture if you understand the motivation of the learning process. These deep assumptions should be distinguished from human things and values, which are only the expression form or superficial level of culture, rather than the essence of culture. Based on the above discussion, Schein believes that the connotation of organizational culture is as follows: Organizational culture is a model composed of some basic assumptions. These assumptions are discovered, created and formed by a group in the process of exploring and solving the problem of adaptation to the external environment and internal integration. If this model works well, it can

be considered effective, and the new members must grasp the right direction when understanding, thinking and feeling the problem.

Greenfield, T. B. (1973, p.551-574.) He believes that organizations have no ontological reality beyond individual specifications. It is precisely the attitudes, values and motivations of individuals that define organizations. Organizations are therefore sites of cultural negotiation among organizational members, and "it seems that what people want from schools is that they reflect the most important and meaningful values in their lives. If this view is correct, then Schools are cultural artefacts which they strive to shape in their own imaginations. Only in this form can they believe in them; only in this form can they participate fully in them."

Allan Walker & Clive Dimock (2002,p.61-65) Walker and Clive Dimock pointed out that one of the characteristics of world education in the 1990s is that the East and the West began to be interested in each other's education systems: On the one hand, Educators and politicians in Taiwan, Hong Kong, Japan and South Korea complain that the education systems in their regions or countries have too much mechanical learning, uniformity and standardization and too little emphasis on creativity, diversity and problem-solving. Competition in key schools and universities is cutthroat, and the large number of failed young people leads to a waste of unrealized ambitions and talents. They hope to make their country's school system as flexible and dynamic as the West. On the other hand, educators in North America, Australia, and the United Kingdom see the advantages of East Asian education, and they want to know how East Asian students can repeatedly achieve outstanding academic results in international mathematics and natural science academic tests. Therefore, Walker and Dimke believe that seeking international comparisons of education and educational management has become inevitable, and now it is necessary to develop an international comparative sub-discipline of educational leadership and management; and this comparison should be based on cultural and cross-cultural aspects. Analysis is the core, that is, "culture" should be the core concept of this comparative education management. "Culture" is defined here as "the enduring set of beliefs, values, and ideologies that underpin the structures, processes, and practices that distinguish one group of people from another.

This group may be in school level (organizational culture) or at the national level (societal culture). "

Jay B. Barney (1986, p.65) Organizational culture is considered as an organizational capital and Boon-Seng Tan (2019) a core competency that develops compatibility between an organization's and employee's values, associated with "organizational performance". Process of beliefs, habits, values, and behaviour that shape individuals' behaviour within an organization is known as organizational culture. Likewise, every association has something unique about how it operates, like culture, technology, human resources, etc. This characteristic uniqueness differentiates it from other organizations.

Mashal Ahmed & Saima Shafiq (2014, p.34-39) Ahmed and Shafiq posit that "the only thing of real importance that leaders do is create and manage culture". OC is an essential input to effective firm performance because corporate culture ascertains values, beliefs, and work systems that can guide and provide a suitable environment for competitive sustainability. OC is enabling new learning to streamline work, and it may lead employees' to comprehend the fundamental worth of the organization and develop a shared understanding about organizational processes and objectives, to be more involved in it.

Harwiki (2020, p.80-85), the definition of organizational culture is a system of values, beliefs, assumptions, or norms that have been going on for a long time, agreed upon, and followed by members of an organization as a guide for behavior and solving organizational problems.

Kenedi, J, Satriawan, B., & Khaddafi, M. (2022, p58-63) A strong organizational culture will affect the performance of its employees, either in the form of technical ability, conceptual ability, responsibility, initiative, and interpersonal relationship skills. Organizational culture also has a good influence on employee performance. Organizational culture needs to be improved to make it even better. A firm leadership attitude will help in promoting a good culture. Because with the support from the leadership, employees will always follow the organizational culture so that work activities will be realized following the plans that have been prepared.

Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021, p.*66*) organizational culture reinforces competitive advantage by positively affecting knowledge sharing and organizational innovation in the organization. The effect of organizational culture on competitive advantage is stronger when it simultaneously affects knowledge sharing and organizational innovation.

To sum up, Organizational culture refers to the sum of the values, group consciousness, behavioral norms and thinking patterns with the characteristics of the organization, which are formed in the long-term practice of the organization and generally recognized and followed by the members of the organization. It mainly includes two levels: one is the explicit level, including the organizational image, organizational logo, working environment, internal technology and norms of the organization; The second is the implicit level, including the organization's values, beliefs, social responsibility, sense of mission and so on. The task of organizational culture is to strive to create these common value systems and common codes of conduct.

Organizational system

The sociological definition of institution can be traced back to Spencer's view that society as a whole is an organic movement, in which each subsystem is a variety of institutions, and the task of sociology is to analyze different organizations and institutions. According to Durkheim, the system is a phenomenon of interactive symbiosis and chain interaction. The product of action, fixed and definite, transcends the mode of action and judgment of the earliest individuals. System is the core content of the study of organizational sociology, whether it is the study of old or new institutionalism. Institutional doctrine regards this system as its key research category. Among them, the old school of institutions paid more attention to "symbolism". The "compulsive" influence of systems and systems, while new institutionalists believe that institutions are socially constructed, in order, or rules under the influence of habitual reproduction.

Richard Scott & Gerald F Davis (2011, p.112-116) believes that the system in the broad sense includes three elements: regulation, regulation and cultural cognition, while in the narrow sense, the system includes the regulatory system and other main

contents. The regulatory factors that affect the operation mechanism of legal institutions in colleges and universities mainly include national laws and regulations such as national laws and regulations, the spirit of important central conferences, policy documents and policies of the Ministry of Education, as well as relevant systems reflected in local rules and regulations, including the internal management rules and regulations of colleges and universities. The construction of university management system in different periods will have different value orientation. From the practical operation point of view, effective management is a system. Among them, the use of legal form to restrain the managers' behavior is one of the important factors to improve the management system. However, the legal construction of the university administrative management system in China has been in the stage of perfection and exploration, and there is still a long distance between the reasonable management of the rule of law. The administrative management system of colleges and universities is the standard to realizing the legalization and institutionalized management of colleges and universities under the premise of relevant national laws and regulations, which represents the public power subject of the overall organization of colleges and universities, rather than the personal management consciousness of managers.

Li Liguo (2018, p.66-72) Over the past 70 years, with the development and change of the country's political, economic, social and cultural situation, the internal management system of colleges and universities has also changed. Universities continue to formulate and improve their internal system within the framework of government policies, and this process often involves the deep involvement of government departments. It is mainly reflected in the school university establishment of the articles of association and the provincial education department approval, "three major a" system implementation rules on the formulation and implementation, implementation of the interaction between the government and colleges and universities, university internal formed by the party leadership, the principal, professor teaching, teachers to participate in the democratic management of governance structure. The governance theme of this structure is clear, and the corresponding system design is simple and tidy. The university system is divided into the basic system, the basic system and the specific system. The policy framework of the government

involves the basic system, and the procedural rules and regulations formulated by universities under the guidance and participation of relevant government departments are the basic system. In the broad sense and narrow sense: " In the broad sense, the system refers to the rules formulated by the people, including the laws and regulations of the country. Rules formulated by administrative organs, internal party rules, administrative rules, normative official documents, and internal rules formulated by enterprises and institutions. Ministerial regulations, articles of association, and internal regulations and agreements of people's organizations and other non-governmental organizations. A broad system can be divided into both written and unwritten ones. In a narrow sense, the system refers to the system of party and government organs, people's organizations, enterprises and other organizations. Documents formulated by public institutions according to law that require relevant personnel to comply with them." From this level on, the system can be divided into three types. One is the macro, mainly refers to the social form, namely: the national superstructure, such as the socialist system and the capitalist system; the second is the medium view, mainly refers to the applicability. A specific system applicable to the social field in one respect.

Douglas North (2008, p.79) The overall institutional logic of university governance is to form a complete governance system in the interaction between people and the system, and to transform the institutional advantages into governance efficiency. Douglas north thinks: " system is a social rules of the game, or more standard, they are some constraints designed by the shape of the interaction between people, thus constructing the system of the people's political, social or economic fields in the exchange, by providing people with the rules of daily life to reduce all kinds of uncertainty. "

Li Liguo (2021, p.1) The first meaning of the hierarchy of the system composition refers to the stratification of the system. In governance, we should coordinate institutions and at different levels. We should accurately connect fundamental systems, basic systems and important systems and support specific systems in various fields, so that the advantages of institutions can be fully utilized for governance. A perfect, organic, coordinated, flexible, clear level, clear structure and function positioning system is the effective guarantee of university governance. The

university system can be divided into three levels: first, the fundamental system, Is the most basic institutional arrangements governing university governance, It is the most basic system design that reflects the characteristics of university governance, Is the most important embodiment of what makes a university a university, Its system characteristics and requirements are fundamental and permanent; Second, the basic system, Is the institutional arrangement of the rules and procedures of university governance, It mainly involves the dynamic coordination of university governance subject and governance mechanism, Its institutional characteristics and requirements are reflected in the stability and adaptability, The system content includes the decision-making system, administrative implementation system and academic management system of the university; Third, specific systems, It is the institutional norms of the specific behavior and policy design of university governance, Its system characteristics and requirements are reflected as the effectiveness and practicality, The system content of the school includes the student management system, fund management system, community management system and safety management system

Sui Yifan (2020, p.21-32) The improvement of the internal governance system of colleges and universities depends on the improvement of the articles of association of colleges and universities, the study of internal governance system innovation of university articles of association such as empty formalism and operability is not strong improvement Suggestions, the improvement and the implementation of the articles of association of colleges and universities, and speed up the formation of the articles of association of colleges and universities for the perfect, standard, unified system specification system has realistic guidance value.

Li Liguo (2018, p.66-72) In the interaction between the government and universities, a governance structure has been formed within the university that is led by the party committee, responsible by the principal, taught by professors, and participated in democratic management by teachers. The governance subject of this structure is clear, and the corresponding system design is neat. The university system is divided into basic system, basic system and specific system.

Zhou Haitao & Liu Yonglin (2021, p.115-121) The interaction and integration of top-level design and grassroots innovation. The government, colleges and universities and all social parties should grasp the unity of top-level design and grassroots innovation in the governance of colleges and universities, and pay more attention to the role of the interaction and combination of the two organizations in the process of promoting the organizational operation of colleges and universities. At the national level, the top-level design of the legal system of higher education should be continuously optimized, the relationship between universities and the government and society should be standardized, the rights and responsibilities of the government, society and schools in university governance should be defined, and the basic framework of the external governance structure of universities should be constructed. At the same time, colleges and universities should effectively respond to the top-level design arrangement by formulating school regulations and school system rules, and strive to fix innovative and practical experience and practices into institutional arrangements, so as to promote the benign interaction between grass-roots innovative practice and top-level design.

Wu Peng (2019, p.36-53) The construction of the internal management system of a university is related to the organizational characteristics of the university itself. There are both administrative institutions characterized by disciplines and academic management organizations characterized by loose union. They seek support from different standpoint and produce materials in different ways. Therefore, in the construction of the relevant management system needs to be separated. The modern university system.

Weng Tiehui (2019, p.1-4) The system has the constraint function, but it has the incentive function, and the system design should be suitable for the excitement of the development of universities The incentive mechanism takes the interests of teachers and students as the core to build the interest ecology and core interests of the university, and mobilize the enthusiasm of teachers and students to work and study." In particular, we should prevent the confluence of administrative power and academic power, and truly transform the institutional dividend into the productive

forces of the majority of teaching and research personnel teaching, working and starting businesses."

Paul Romer (2019, p.138- -140) In terms of governance, stability is achieved due to the high cost of consensus and coordination The institutional system is a rational choice, because the stable institutional system is relatively difficult to change, even if the environment changes and the system is no longer optimized, the system is still not easy to change. Institutional innovation is particularly valuable if it can leverage the incentives of the existing system or make it easier for people to transition from the existing system to one where it has worked successfully in other regions.

Li Yawen (2024, p.241-243) The internal governance of universities needs to establish a set of standardized procedures and systems, including decision-making procedures, power distribution and responsibility system, to ensure the legitimacy and standardization of decision-making. The establishment of the internal governance ability of colleges and universities needs to establish a sound management system and rules and regulations. Ensure that the decision-making process is transparent, relevant information is open, and avoid abuse of power and misconduct. A decision-making committee or board of directors may be set up, with representatives of all parties participating in the decision-making, to ensure a balance of diverse interests. The responsibilities and authority of the management at all levels should be clarified to avoid excessive concentration of power or unclear dispersion of responsibilities. Establish a scientific management hierarchy to ensure that decisions can be implemented quickly and effectively. Formulate clear goals and indicators, and regularly evaluate the internal management performance of colleges and universities. Through the assessment results, motivate managers and staff to improve the work quality and efficiency. Establish communication channels between students, staff and management, and encourage all parties to put forward opinions and suggestions. Colleges and universities should abide by relevant laws, regulations and rules to ensure the legality and compliance of decision-making. Only by establishing a sound management system and rules, and clarifying the rights and responsibilities and codes of conduct of all parties, can we effectively standardize the internal operation and

decision-making process of universities, and improve the governance efficiency and credibility.

To sum up, organizational system refer to the internal management system of colleges and universities is an internal rule, not part of the legal system, but it can be used as an extension and supplement of the educational legal system. Therefore, the internal management system of colleges and universities is a sub-system under the national macro- and meso-system framework, which is applicable to and formulated by the internal members of colleges and universities. Combined with the classification of the system, the internal management system of universities studied in this paper should belong to the narrow sense and micro-level system. Therefore, the internal management system of colleges and universities can be defined as: In order to achieve its management goals, colleges and universities coordinate and standardize the various behaviors of college members in work, study and life in accordance with laws and regulations and relevant regulations of the superior, so as to make it an organic whole , a series of institutional arrangements and operating mechanisms to effectively adapt to the environment.

The Context of Higher Vocational Colleges in Guangxi

The "Decision of the Central Committee of the Communist Party of China on the Reform of the Education System" promulgated in 1985 clearly stated: "...actively develop higher vocational and technical colleges,...gradually establish a system from junior to senior level, supporting industries, reasonable structure, and integrated with general education. A coherent vocational and technical education system. " After the promulgation of the "Decision", more than 120 higher vocational schools have been established across the country to hold higher vocational education.

In 1991, China promulgated the "Decision of the State Council on Vigorously Developing Vocational and Technical Education". The "Decision" clearly stipulates the nature, status, role, direction, tasks, and measures of vocational and technical education. And once again reaffirmed the establishment of primary, secondary, and higher vocational education systems, and once again proposed the task of actively developing higher vocational and technical education.

In 1993, the National Educational Work Conference was held, after which the State Council promulgated the "Outline for Educational Reform and Development". The meeting clearly pointed out two priorities for the future development of my country's education, one is basic education (the most important), and the other is vocational and technical education. The "Outline" more clearly stated: "Vocational education is an important part of modern education and an important pillar for industrialization, socialization and modernization of production." The implementation opinions of the "Outline" put forward: "Planned implementation of three-year education for junior high school students and post-high school students. We must vigorously develop vocational education and gradually form an education series in which secondary and higher vocational and general education develop together, are connected to each other, and are reasonably proportioned." "Actively develop diversified post-high school vocational education and training. Through the reform of existing colleges and universities Actively develop higher vocational education through channels such as vocational colleges and adult colleges, as well as holding flexible and diverse higher vocational classes. "

In 1996, the National Vocational Education Work Conference was held. In the same year, the National People's Congress passed and promulgated the "Vocational Education Law of the People's Republic of China". The Vocational Education Conference proposed to vigorously develop vocational education through three-level diversion, and vigorously develop higher vocational education through "three reforms and one supplement" (reform of colleges, vocational colleges, and adult colleges; secondary vocational schools run vocational classes as a supplement). At the same time, the promulgation of the "Vocational Education Law" has brought vocational education to the road of governing education according to law. Article 13 of the Vocational Education Law states: "Vocational school education is divided into secondary and higher vocational school education. Higher vocational school education is implemented by higher vocational schools or by ordinary colleges and universities according to needs and conditions."

In 1998, the National People's Congress passed and promulgated the "Higher Education Law of the People's Republic of China". The "Higher Education Law" clearly states: "The higher education institutions referred to in this Law refer to universities, independently established colleges, and colleges and universities, including higher vocational schools and adult colleges and universities." In this law, higher vocational colleges are very clearly defined. Schools are established as part of higher education.

In 1997, UNESCO promulgated the International Standard Classification of Education. The "Standard Classification" divides education into seven levels: preschool education is level 0, primary education is level 1, junior high school education is level 2, high school education is level 3, and there is a remedial period between high school and university education. Level 4, level 5 for university level education, level 6 for graduate level education. The Standard Classification divides university education (level 5) into academically-focused education (5A) and technical-focused education (5B). The "Standard Classification" describes academically focused education (5A) as: "The course is largely theoretical and is designed to provide adequate preparation for entry into advanced study courses and careers requiring engineering." "Standard Classification" "Technical-based education (5B) is described as: "The course content is practical-oriented and divided into specific occupations. The main purpose is to enable students to acquire the practical skills required to engage in a certain occupation or industry or a certain type of occupation or industry. and knowledge. Students who have completed this level of education generally have the abilities and qualifications required to enter the labor market." From the "standard classification", it can be seen that 5B is the higher vocational education pursued by our country, and its development is the general trend of world education. A trend, not a national phenomenon. The promulgation of the standard classification has given higher vocational education an authoritative affirmation.

In June 1999, the National Education Work Conference was held, and the Central Committee of the Communist Party of China and the State Council promulgated the "Decision to Accelerate Educational Reform and Comprehensively Promote Quality Education". The "Decision" pointed out: "Higher vocational education is an important part of higher education. It is necessary to vigorously develop higher

vocational education and cultivate a large number of technical application talents with certain theoretical knowledge and strong practical ability."

On November 16, 2006, the Ministry of Education of the People's Republic of China promulgated the document "Several Opinions of the Ministry of Education on Comprehensively Improving the Teaching Quality of Higher Vocational Education" (Jiaogao [2006] No. 16), which clearly stated: "Higher vocational education is an important part of the development of higher education. It is a type that shoulders the mission of cultivating highly skilled talents facing the front-line needs of production, construction, service and management, and plays an irreplaceable role in accelerating the process of socialist modernization in our country." At the same time, the implementation of what is called The "National Demonstration Higher Vocational College Construction Plan" of the "Higher Vocational 211 Project": strive to have 20 universities with rich cultural heritage, solid school running skills, core development capabilities and widely recognized by foreign higher vocational education circles in mainland China by 2020. World-renowned higher vocational colleges; focus on building 100 higher vocational colleges with distinctive school running characteristics and excellent teaching quality that play a leading role in the country; focus on building 1,000 higher vocational colleges with high technical content, strong social adaptability, local characteristics and industry advantages Brand professional.

As of 2008, the Ministry of Education and the Ministry of Finance of the People's Republic of China have officially selected 100 national model higher vocational college construction units and 8 key training colleges, including Tianjin Vocational University, Chengdu Aviation Vocational and Technical College, and Shenzhen Vocational and Technical College. Since then, higher vocational education and higher vocational colleges in mainland China have entered an unprecedented new historical period of development.

In December 2019, the "Draft Revision of the Vocational Education Law of the People's Republic of China" was released, modifying the concept of "higher vocational schools" to "vocational colleges and universities" alongside "ordinary colleges and universities". Undergraduate-level vocational schools are just one level of vocational

higher education and are the highest level in the current vocational higher education system.

In January 2020, the "Draft Revision of the Vocational Education Law of the People's Republic of China (Draft for Comments)" clarified the framework of the modern vocational education system and opened up the development channel of vocational school education, including vocational colleges and universities at the junior college and undergraduate levels upward; downward integration Compulsory education and strengthening vocational enlightenment education. At the same time, to promote the comprehensive training of secondary and higher education vocational education, a flexible academic system can be implemented.

In August 2019, the People's Government of Guangxi Zhuang Autonomous Region issued the "Notice on the Implementation Plan of Guangxi Vocational Education Reform", proposing that Guangxi should improve the "vocational education college entrance examination" system of "cultural quality + vocational skills" that conforms to the national policy orientation and has Guangxi characteristics. , improve the framework of the vocational education system, and further promote the organic connection of secondary vocational education, higher vocational education, and undergraduate vocational education in terms of talent training objectives, major settings, curriculum settings, engineering-student ratios, teaching content, teaching methods, and teaching resource allocation.

According to the above documents, Guangxi higher vocational colleges refer to universities established in Guangxi Province, referring to institutions of higher learning and institutions of higher learning that mainly implement vocational higher education and higher vocational education, including vocational colleges at the specialist level, undergraduate level Vocational colleges and universities mainly include vocational universities, vocational technical universities, vocational colleges, and vocational technical colleges.

In October 2021, the People's Government of Guangxi Zhuang Autonomous Region issued the "14th Five-Year Plan for the Development of Education in Guangxi", which clearly proposed to optimize the structure of personnel training, greatly expand the scale of training technical and skilled personnel, increase the proportion of

vocational education, and accelerate the cultivation of innovative students. High-quality technical and technical talents with creative and creative abilities will strengthen the talent base of the real economy. Improve the modernization level of higher vocational education in Guangxi. In December 2021, the Guangxi Department of Education issued the "14th Five-Year Plan for the Revitalization and Development of Higher Education in Guangxi", emphasizing the need to improve the internationalization level of Guangxi's colleges and universities, implement the opening and cooperation improvement project of higher education, and build China-ASEAN education open cooperation The pilot zone will deepen the international collaborative innovation between higher vocational colleges and ASEAN countries.

In May 2022, the Guangxi Department of Education drafted the "Guangxi Vocational College Teacher Training "14th Five-Year Plan" Key Project", in which the visiting study project plans to select a group of key teachers of higher vocational colleges to visit foreign high-level universities learning, enhance its international vision, and enhance the strength of teachers in higher vocational education. The people's government of Guangxi Zhuang Autonomous Region attaches great importance to the internationalization of higher vocational education, which provides a good policy guarantee for the internationalization of higher vocational education in Guangxi.

Pan Jiening (2017, p.55-58) believes that the internal management of higher vocational colleges in Guangxi ignores the top-level design and overall planning of the reform, and there are doubts about the decentralization of power. Weaken, put forward to study and design the overall goal of the reform of the secondary management system of departments from a strategic height, use governance theory to straighten out the power relationship of the reform of the secondary management system of departments, and clarify the rights and responsibilities of the secondary management system of departments from the perspective of stakeholders In order to benefit, implement the internal management system reform by constructing supervision, restraint and evaluation mechanism by means of management by objectives. Wu Yizi (2020) believes that driven by the development of international trade and economy, in order to cultivate higher vocational education talents who are more in line with the requirements of the "Belt and Road" initiative, Guangxi's higher

vocational education is increasingly showing an international trend. The middle-level cadres of higher vocational colleges are the "spine" of college management and development colleges. Only by cultivating and improving the management level with an international perspective can they adapt to this development trend. Huang Danni (2019,p.43-47) pointed out that Guangxi vocational colleges have insufficient understanding of the importance of informatization, the overall level of management informatization is not high, the basic conditions are weak, and management informatization is insufficient in coordinating and applying capabilities. Countermeasures and suggestions for accelerating the promotion of Guangxi vocational college management informatization, such as comprehensive planning of vocational colleges, strengthening the construction of vocational college management information sharing platforms, and improving the application level of vocational college management information. Liang Xiaoli (2020,66-73) believes that higher vocational colleges are facing a major change from extensional expansion to connotative development. The realization of strategic goals of higher vocational colleges requires scientific performance management support, and the school's strategic goals should be decomposed layer by layer. Transformation into the key performance indicators of the secondary department is the basic idea, and the system design of the key performance indicators of the department is based on the principles of the orientation of strategic goals, the systematicness of the indicator system, the measurability of indicator evaluation, and the communication of the formulation process. Achieve the school's strategic goals.

At present, there are 47 higher vocational colleges in Guangxi (2 of which are undergraduate vocational universities). From the perspective of regional layout, 47 higher vocational colleges are distributed in 12 districts and cities, among which the number of higher vocational colleges ranks first The five places are Nanning, Chongzuo, Liuzhou, Guilin, and Baise. Students in higher vocational colleges account for 54% of the total number of students in colleges and universities in the region. 4 vocational colleges were selected into the national "Double High Plan" construction list. From 2021 to 2025, Guangxi will further optimize the layout of higher vocational schools and majors. Around Guangxi's strategic emerging industries and talent shortage areas, about

10 new higher vocational schools will be established, and the autonomous region's high-level vocational schools and professional construction plans will continue to be implemented. Support 15 high-level higher vocational schools and 60 high-level higher vocational majors, and strive for about 6 higher vocational schools to enter the ranks of high-level higher vocational schools with Chinese characteristics and professional construction units. Promote the connection between secondary vocational education, junior college higher vocational education, and undergraduate higher vocational education, design an integrated vocational education talent training system, and promote the professional setting, training objectives, curriculum system, engineering-student ratio, teaching content, teaching methods, and teaching methods of vocational education at all levels. Resource allocation and other seven aspects of convergence.

Combined with the internal organization and management of higher vocational colleges in Guangxi, there are the following problems: (1) The center of gravity has shifted after the division of labor, the phenomenon of administrativeization is serious, the administrative organization is constantly expanding, and the development ratio of academic institutions is out of balance. The division of units in the academic system is unreasonable. Discipline construction and development strategies are not clear and the layout is unreasonable.

The hierarchical structure is not scientific enough, and there are too many levels. Most schools adopt a three-level management model of "one school, one school, one department". The distribution of power is not reasonable enough. The management model of the three-level structure of "school, college and department" has the problems of improper distribution of responsibilities and unclear rights and responsibilities. From the perspective of the vertical distribution of power, many management functions, such as decision-making power, personnel power, professional setting power, and funding allocation power, are still in the hands of the school level. The power of functional departments is too large, and the power of departments is insufficient. Not commensurate with the responsibility, the focus of management has not yet moved down to the college.The coordination mechanism is not perfect. The rules and regulations of higher vocational colleges in Guangxi are relatively sound, but with the development of politics, economy and culture, the expansion of school scale,

the development of information technology and other changes in the external environment, the internal management of higher vocational colleges is relatively rigid and the coordination mechanism is insufficient. Insufficient communication and penetration with the outside world. Mainly manifested in the low conversion rate of scientific and technological achievements. The exchanges and connections between schools are not deep enough, and there is no campus-centered science and technology radiation development area.

In general, the research on "Guangxi Higher Vocational College Internal Organizational Management Reform Strategy" provides a new model to stimulate the vitality of Guangxi Higher Vocational College's internal organization and management, and provide new ideas for improving work efficiency. Bring new development space and opportunities, but also bring them more challenges.

Related Research

Ding Zhishan (2019, p.33-39) The complexity, utilitarianism, and plasticity of organizational change lead to ethical conflicts. Therefore, in order to eliminate the internal ethical conflicts of organizational change, managers should establish corresponding ethical views within the organization, such as the ethics of unity and cooperation, the ethics of orderly competition, and the ethics of tolerance and harmony, so as to create a good atmosphere for organizational change. The internal ethics management in organizational transformation can start from the following aspects: constructing the ethical culture of the organization, constructing the humanistic culture of the organization, constructing the motivational culture of the organization, and constructing the innovative culture of the organization.

Sun Miantao & XuHang (2023, p.1-11) Pre-educational governance research has basically replaced previous educational management research, and it is believed that educational governance is different from educational management. For this reason, the development of educational management faces two choices: from educational management to educational governance, or from educational management to educational management and educational governance. Based on the understanding that the original meaning of governance includes management, equal

coordination, and pluralistic co-governance, the development of educational management in the new era should shift from educational management to educational governance. Based on the analysis of the phenomenon of educational governance with Marxist historical materialism methodology, it is found that educational governance is a discipline system composed of four categories: educational governance activities, educational governance system, educational governance mechanism and educational governance concepts.

Ju Guangyu (2017, p.88-93) has great differences between the corporate governance structure of for-profit and non-profit private colleges and universities. For-profit private colleges and universities should be constructed mainly according to the characteristics of the governance structure of for-profit organizations. Similarly, the time is necessary to make some necessary provisions on the governance structure of for-profit private colleges and universities according to the law of education. The characteristics of the corporate governance structure of non-profit private colleges should be constructed mainly based on the characteristics of the corporate governance structure of non-profit organizations.

Wang Hui (2024, p.130-132) Digital transformation and fund management optimization have a profound impact on the financial management of public colleges and universities. Although the implementation of the new financial management mode is facing many challenges, but as long as the public universities can have innovative thinking, use advanced technology, and formulate reasonable strategies, it is possible to achieve a qualitative leap in financial management while dealing with the challenges. Therefore, public colleges and universities should actively carry out digital transformation and innovate fund management methods, so as to better fulfill the educational mission under the new historical conditions and make greater contributions to social development.

Li Liguo (2018, p.66-72) The university organization is in a balanced state of the influence of external environment and the influence of internal forces. It has the dual attributes of rational bureaucratic organization and political attribute organization within the organization, which makes the university governance ambiguous and complex. Higher education institutions are restricted by the influence of external

environment and internal factors, which are not only affected by the external influence, especially the government and the market, but also maintain a certain autonomy, and at the same time, under internal control and maintain a certain degree of openness. In the realistic "real" state, in the triangle model, different governance models of academic-led, market-led and government-led appear; the ideal "desirable" state is that the internal and external forces of academic, government and market balance and the university governance remains relatively independent under the joint action of internal and external forces. From the perspective of the internal rational bureaucratic organization and the political attribute organization, the university governance should deal with the relationship between them well. The realistic state of "practical" either manages the university according to the mode of administrative bureaucracy, or overemphasizes the interests and power of some people. The ideal "proper governance" is to improve the governance ability, view the university governance, establish the communication and coordination mechanism, and establish the organizational culture based on trust to effectively resolve conflicts. China's university governance should change from "seeking change" to "seeking governance", from governance reform to governance construction, from governance system to governance capacity, from governance goal to governance efficiency, and realize from the "real" status quo of university governance to "appropriate" reform.

Lou Lina (2023, p.110-112) The hierarchical management system, management-based management pattern and inaccurate management positioning have caused the dilemma of current university management. In the process of trying to introduce the learning organization theory into university management, we should adhere to the three principles of subjectivity, innovation and system theory, optimize and reconstruct the structure of student management department, create the student management mode of "three modernization and one nature", and promote the reform of university management.

Zhou Guangli (2017, p.47-50) The new direction of the reform should be vertical decentralization. Academic power is connected with disciplines, scholars, and academic organizations. Grass-roots academic organizations of colleges and universities are mainly established based on disciplines. Therefore, grass-roots academic

organizations of colleges and universities are the base camp of academic power. In fact, there is only administrative power at the top of the school level. Thus it can be seen that the so-called relationship between administrative power and academic power is the relationship between the university and the grass-roots academic organizations. To solve the relationship between administrative power and academic power is to rationally allocate the power between the top level and the grass-roots level. Universities are heavy organizations at the bottom, and the basic direction of the reform is to implement the autonomy of the grassroots academic organizations.

Yan Fengqiao (2017, p.23-27) The standardized governance form of private colleges and universities in China is characterized by the decision making of the board of directors and the decision making of the president. However, due to the role of the interest mechanism, there are various combinations of interest relations, which reflect the essence of private colleges and universities controlled by interest groups. Its external expression form is the weak public welfare and strong profit-seeking organization. This paper through the analysis of the legal text and research data demonstrated a proposition, namely the Chinese private university behavior governance structure of interest groups control characteristics, is by the external system of normative (law for fuzzy definition of private university organization attribute) and resources to the single (mainly rely on tuition) characteristics. At the same time, the "ideal type" comparative method is used to analyze and summarize the form of "external control" of American private universities, "insider control" of Japanese private universities and "interest group control" of Chinese private colleges and universities.

Wang Shoulun, Zhu Yaowu & Bi Tingyan, (2014, p.258-261) Deepening the reforms in the field of education is the only way to realize the healthy and scientific development of education. To promote the healthy and scientific development of higher education in China, it is necessary to establish a modern university system, improve the internal governance structure of universities, and realize the democratic management of universities. Mass organizations such as university teaching congresses, student congresses, councils, alumni associations and so on should strengthen their own organizational construction, further clarify their status, role, responsibilities and

authority procedures, so as to enhance their ability to participate in democratic decision-making and implement supervision of university affairs.

Wang Yong (2023, p.165-170) Faced with the development trend of knowledge integration and the realistic dilemma of the development of universities, the original theoretical mode and path design of educational management can no longer be effectively responded to. How to overcome the path dependence and thinking, actively adapt to the international trend of university governance change, the active crack factors of governance problems, explore the university academic organization collaborative governance system of theoretical mode and practice path, further enhance the academic innovation ability, organizational adaptability and collaborative management ability, is undoubtedly the reality problems facing internal governance reform in our country, it has become the important theme of this study to discuss. The research with the help of literature research, questionnaire survey, interview research, case study and comparative analysis method, rational definition of the basic attributes, profound analysis of practical problems existing in the university grassroots academic organization governance, science put forward the university grassroots academic organization collaborative management system should be sample and practice strategy. Focus on too fragmentation of university grassroots academic organization governance this core problem, aims to overcome the university governance in openness, integration, integrity and diversity, such as solving grassroots academic organizations in our university collaborative governance system, on reference from domestic and foreign scholars about collaborative governance model, on the basis of structure characteristics and management authority, refined concept, structure, system and mechanism of four governance elements, emphatically from the aspects of "1234" to grasp and understanding, put forward the concept-structure-system-mechanism of university grassroots academic organization collaborative governance system analysis framework formation process and content.

Zhou Jiliang (2021, p.197-213) Modern Industrial College is a new type of mixed school-running institution or organization. Compared with the ordinary second-level college of professional disciplines, there are essential differences in school-running and governance subjects, resource allocation, operation mechanism and talent

training objectives. The organizational attribute of modern industrial college is the logical basis for its behavior selection and system construction. The value orientation of the behavior logic of industrial college lies in system innovation and multiple governance, whose talent selection focuses on basic knowledge and innovation ability; talent training focuses on the construction of project-based curriculum and integration platform of industry and education; the construction of teaching staff; internal governance focuses on the dean responsibility system under the leadership of the council; and data governance is data-driven between multiple subjects Interest sharing.

Jiang Tianrou (2021, p.78-89) An effective school organization can always adjust the organizational structure in time according to the changes of its internal and external environment and the realistic needs of development. Without the function of self-adjustment, the school organization will eventually be eliminated by The Times. As for the consistent school organization, because it covers many learning segments and complex school management, so its organizational structure should be timely adjusted and updated to adapt to the changes in the internal and external environment of the school organization, so as to improve the efficiency of school management. On the basis of combing the power theory, select 15 years consistent system of Suzhou university experimental school as a research object, using the literature analysis, case study and interview research method, explore the evolution of organizational structure of Suzhou university experimental school and the construct school organization structure contingency factors depth analysis, finally study the basic conclusion and put forward relevant Suggestions. The research shows that: first, the organizational structure of Soochow University Experimental School has mainly experienced the transformation from the management mode of the initial stage to the management mode of the department system, and then to the management mode of the large department system. The process of the evolution of the organizational structure is also a process of continuous optimization of the organizational structure of the school. Second, the evolution of the school organizational structure of the consistent system is actually the result of the school development strategy, the school size, the school organization members, the Internet technology and the external environment of the school. The development and change of the internal and external

environment of the school organization also doomed the school organizational structure to be a process of sustainable and dynamic development. Thirdly, the five power change factors play different roles in the process of school organizational structure reform, and their influence modes are also different. Among them, the school development strategy, school size and the management concept of school organization members played a leading role in the change of school organizational structure, with direct influence on the change of school organizational structure; technology and environment play a dominant role in the process of school organizational structure change and have indirect influence on the change of school organizational structure. Fourthly, the reform of school organizational structure can better realize the strategic goal of school development and improve the management efficiency of school organization. The paper puts forward three suggestions: seek the dynamic balance of the consistent school organizational structure; build the flat, networked and flexible organizational structure of the new era; give full play to the active role of the school Thirdly, the five power change factors play different roles in the process of school organizational structure reform, and their influence modes are also different. Among them, the school development strategy, school size and the management concept of school organization members played a leading role in the change of school organizational structure, with direct influence on the change of school organizational structure; technology and environment play a dominant role in the process of school organizational structure change and have indirect influence on the change of school organizational structure. Fourthly, the reform of school organizational structure can better realize the strategic goal of school development and improve the management efficiency of school organization. The paper puts forward three suggestions: seek the dynamic balance of the consistent school organizational structure; build the flat, networked and flexible organizational structure of the new era; give full play to the active role of the school organization members in torganization members in the organizational structure.

Wang Shuozun (2020, p.89-95) The theory of leadership style is a relatively mature theory, and leadership style has become a basic feature of managers, so this paper confirms leadership style as the subject of research. At the same time, the

management community of leaders by the study of senior leaders (CEO, etc.) research gradually extended to the study of middle managers, and the enterprise to the layer managers value continuously strengthen, improve the requirement of middle managers, also prompted the study of middle managers. The author takes the leadership style of the airborne middle level as the research object, designs the theoretical model, issues the initial questionnaire for investigation, and obtains the basic theoretical basis for the model hypothesis through the exploration factor analysis. And through the formal questionnaire survey in Shenzhen, Hohhot, Zhengzhou and other Henan region of manufacturing, finance, insurance and electric business enterprise airborne middle managers survey, descriptive analysis of data and the correlation with internalization conflict and empirical analysis, confirm the leadership style and internalization conflict. Finally, the leadership style is divided into transformative leadership style and transactional leadership style, Again for the correlation and empirical analysis, The conclusion is that the influence of transformational leadership style and transactional leadership style, It shows that both leadership styles have a significant impact on the internalization of airborne middle managers, While the empirical analysis of transformational leadership style and task relationship conflict yielded significant negative correlation, It shows that after the airborne middle managers enter a new enterprise, The management of interpersonal relationship conflict should be placed ahead of the task relationship conflict handling, Priority access to extensive information and resources for support and good trust relationships, In order to maximize their own leadership style characteristics.

Shen GuoChang & Zhou Xuan (2023, p.62-71) analysis of digital anchor the motivation of university internal governance modernization, digital assign the connotation of digital internal governance modernization, the author thinks that intelligent era, university internal governance digital transformation is the response to education digital strategy, seize the digital economy development opportunity, promoting the modernization of Chinese university governance inevitable choice. The innovation of educational governance concept, the rapid development of digital technology and digital platform jointly give rise to the new ecology of "governance according to number" in colleges and universities. Digital enables the internal

governance of universities and reinterprets their modern value, revealing the connotation of intelligent information collection, accurate teaching and education, scientific governance decision-making, efficient learning and office, dynamic monitoring and evaluation, and flat management mode. To strengthen the digital fu can, colleges and universities should facilities, platform, subject, concept, mechanism and other dimensions of digital governance transformation path, strive to improve the education new infrastructure construction, optimize the big data integration platform, the construction of university information management talents, improve teachers and students digital literacy and "autonomy" consciousness, build internal governance monitoring and evaluation mechanism and alert to the digital transformation, digital internal governance in colleges and universities.

Liu Yanjing & Yu Shu. (2023, p.23-30) in China university internal governance system framework based on system theory, under the guidance of an applied universities in Zhejiang province, take the questionnaire survey, semi-open interview, to stakeholders to the experience of internal governance and perception perspective, explore the overall status of internal governance in colleges and universities, and from the governance concept, governance system, governance structure, governance mechanism and governance means of five dimensions analysis of governance current situation, problems and governance effect. On the basis of applied university governance reality description, applied university governance to set up the responsibility as the center, emphasizes the public interest management concept, construction of the articles of association of the university as the core, standardize systematic governance system, build result-oriented, efficient and democratic systemic governance structure, innovation subject collaborative participation in systemic governance mechanism, promote intelligent governance and improve governance ability, the implementation of sustainable development of high quality.

Wang Xin, Li Yu & Yu Jingwei (2022, p.37-40). The implementation of teaching internal governance in local application-oriented undergraduate universities has the advantages of giving full play to the initiative of multiple teaching interests and integrating teaching resources inside and outside the university to help talent training. However, local application-oriented undergraduate universities face difficulties in the

aspects of mechanism, content and realization. The new round of scientific and technological revolution provides ideas for the digital transformation of the teaching internal governance of local application-oriented universities and solving the development bottleneck. As one of the digital transformation tools, blockchain technology has the advantages of "data sharing, optimizing business processes, reducing operating costs, improving collaborative efficiency, and building a trusted system". Introduce block chain technology local applied undergraduate university teaching internal governance, and the teaching internal governance core business docking, from the perspective of teaching management to build digital management system, to make the teaching internal governance of "complex" task to the system, the "simple" task to teaching internal governance team, so as to effectively improve university teaching internal management ability, achieve high quality talent training.

Yan Jianzhang & Sun Shanshan. (2022, p.123-133) Through the in-depth analysis of the power interaction mechanism and its practical dilemma in the internal governance of secondary colleges in China, the college governance model is summarized into three types, namely, administrative-led governance mode, academic-led governance mode and party-government joint governance mode. The administrative leadership and the joint mode of the party and the government are the mainstream governance mode of the secondary colleges of universities in China, which reflects the accumulated administrative color and the difficult governance status of the party and government cooperation. The minority praise of the academic leading mode reflects the difficult reform status of academic standard and professors. The operation of each mode shows the unique power interaction mode of different stakeholders, which promotes the reform and development of the college, but also exposes its own inherent shortcomings and shortcomings, and encounters various practical difficulties from the fields of teaching, scientific research and social service work. Some suggestions on the innovation of the current internal governance mode of secondary colleges: academic-oriented-highlight academic, perfect system; administrative-led-democratic consultation, joint governance; party and government combination-division of labor and cooperation, clear rights and responsibilities, and build articles of association.

Hu Huazhong. (2022, p.11-19) The sustainable and high-level development of universities and departments depends on the establishment of a set of effective internal governance system to support the development of universities and departments. Build scientific and effective departments internal governance system need to adhere to and strengthen the overall leadership of the party, follow the rules of running departments, adhere to the international vision and localization position unifies, reflect characteristics and departments, the characteristics of colleges and universities and traditional and subject characteristics, schools and hard governance and soft governance integration direction, clear on the basis of the basic system of institutions of institutions of comprehensive system connotation of essence, clear promote university departments internal governance system construction process of practical requirements.

Qi Xinghua & Xu Changqing (2022, p.110-115) Under the new situation of the popularization of higher education, the internal governance of colleges and universities faces the paradoxical dilemma of the assimilation of external administrative power and the alienation of internal administrative power. With the obvious characteristics of organizational stratification in colleges and universities, and the influence of external administrative power assimilation, administrative power continuously expands in the operation, and academic power passively shrinks in the practical challenge. At the same time, the professional standard degree of administrative rights is not enough, and the professional protection of academic rights is insufficient. The two groups of concepts of "administration-academic" and "power-right" form multiple behavior logic, which constitute four kinds of invisible boundaries in the subject communication within universities, and produce five interactive scenes. The scenario-based interaction between educational value and educational events is a phenomenological restoration of higher education space, and provides a microstructured observation perspective for understanding the daily operation of power within colleges and universities. The traditional "system-structure" perspective interpretation power and suitability meet challenges, it is necessary to turn to the "system-life" relative micro perspective. The micro-spatial mechanism of power pays attention to the power scene formed by interpersonal interaction, and advocates the publicity and openness of the power

process, which is not only the scene of the university system, but also the end institutionalization of public life. The scene of micro-space promotes the open flow of power between different subjects, forming the participation space of co-governance and empathy. The governance mechanism of the power micro-space is the scene and localization of the grand management planning and governance principles, and the real-time and synchronization of administrative procedures; it is micro and empirical, does not need to create large public opinion; it has both procedures and entity characteristics, broken into zero and easy to operate, and has continuous impact on the internal governance of universities.

The above is the related research on the organization management of Guangxi higher vocational colleges.

Chapter 3

Research Methodology

This research focuses on guideline to organizational management of Guangxi higher vocational colleges . Study the current situation of organizational management in Guangxi higher vocational colleges, propose reform strategies, and provide guidance and evaluation basis for improving the current situation of organizational management in Guangxi higher vocational colleges. The reaesrcher have the follwing procedures.

1. The population / Sample group
2. Research Instruments
3. Data Collection
4. Data analysis

Phase 1: The objective of this phase is to study the current situation of the organization management of Guangxi higher vocational colleges.

The population / Sample Group

The Population

The population of this phase was 700 administrators from 12 higher vocational colleges in Guangxi.

The Sample Group

According to Krejcie and Morgan (1970) sampling table, the sample group were 248 administrators in Guangxi Higher Vocational Colleges. They were selected by stratified sampling method and simpie random from 12 universities which located in different city in Guangxi, and used by systematic random sampling. The 12 Higher Vocational Colleges selected include: Guilin Aerospace Industry College, Guangxi Mechanical and Electrical Vocational and Technical College, Liuzhou Vocational and Technical College, Nanning Vocational and Technical College, Guangxi Vocational and Technical College, Guangxi Electric Power Vocational and Technical College, Guangxi Agricultural Vocational and Technical University, Guangxi Construction Vocational and

Technical College, Guangxi Water Conservancy and Electric Power Vocational and Technical College, Guangxi Communications Vocational and Technical College, Guangxi Industrial and Commercial Vocational and Technical College, Guangxi International Business Vocational and Technical College

Table 3.1 Lists of Higher Vocational Colleges and sample size

No.	Guangxi Applied Colleges and Universities	Population	Sample group
1	Guilin Aerospace Industry College	49	17
2	Guangxi Mechanical and Electrical Vocational and Technical College	52	18
3	Liuzhou Vocational and Technical College	56	20
4	Nanning Vocational and Technical College	62	22
5	Guangxi Vocational and Technical College	54	19
6	Guangxi Electric Power Vocational and Technical College	52	18
7	Guangxi Agricultural Vocational and Technical University	87	31
8	Guangxi Construction Vocational and Technical College	64	23
9	Guangxi Water Conservancy and Electric Power Vocational and Technical College	64	23
10	Guangxi Communications Vocational and Technical College	58	21
11	Guangxi Industrial and Commercial Vocational and Technical College	52	18
12	Guangxi International Business Vocational and Technical College	50	18
	Total	**700**	**248**

According to table 2.1, it showed that Population 700, and Sample group 248,The sample size is scientific and reasonable.

Research Instruments

Questionnaire

The instrument to collect the data for objective one, to study the current situation of guideline to organizational management of Guangxi higher vocational colleges was questionnaire. The questionnaire designed based on organizational Management five following aspects:1) organizational goals , 2) organizational structure , 3) organizational power , 4) organizational Culture and 5) organizational system .The questionnaire was provided into two parts:

Part 1: Survey about personal information of respondents, classified by gender and education background.

Part 2: Survey about the current situation of guideline to organizational management of Guangxi higher vocational colleges.

The criteria for data interpretation based on five-point Likert's scale, as follows:

5 refers to the level of organizational Management at highest level

4 refers to the level of organizational Management at a high level

3 refers to the level of organizational Management at a medium level

2 refers to the level of organizational Management at a low level

1 refers to the level of organizational Management at the lowest level

The data interpretation for average value based on Rensis Likert (1932). The data interpretation are as follows:

4.50 – 5.00 refers to the highest level

3.50 – 4.49 refers to high level

2.50 – 3.49 refers to medium level

1.50 – 2.49 refers to low level

1.00 – 1.49 refers to the lowest level

Constructing a questionnaire process

The construction process of questionnaire was as follows:

Step 1: Reviewing and analyzing documents, concepts, theories, and research related to organizational Management.

Step 2: Constructing the questionnaire about the current situation of Organizational Management of Guangxi Higher Vocational Colleges. Then sending the questionnaire outline of questionnaire to the thesis advisors to review and revise the contents according to the suggestions.

Step 3: The index of objective congruence (IOC) of the questionnaire was examined by five experts. The index of objective congruence (IOC) was 0.67 to 1.00.

Step 4: Revise the questionnaire based on the experts' suggestions.

Step 5: The questionnaire was distributed to 30 administrators in Guangxi Higher Vocational Colleges for try-out. The reliability of the questionnaire was obtained by Cronbach's Alpha Coefficient. the reliability was 0.970.

Step 6: The questionnaire was applied to 245 administrators in Guangxi Higher Vocational Colleges.

Data Collection

The data collection for objective 1: to study the current situation of organizational Management of Guangxi Higher Vocational Colleges, as following procedured:

Step 1: The researcher requested requirement letter form the graduate school, Bansomdejchaopraya Rajabhat University for requiring to collect the data from 248 administrators in Guangxi Higher Vocational Colleges.

Step 2: The researcher distributed the questionnaire to 248 administrators. A total of 248 questionnaires.

Data Analysis

The data analysis in this research, the researcher analyze the data by package program, as follows:

Step 1: The personal information of the respondents was analyzed by frequency and percentage, classified by gender and education background.

Step 2: The current situation of Guideline to organizational management of Guangxi higher vocational colleges in five following aspects: 1). organizational goals 2) organizational structure 3) organizational power 4) organizational culture and 5) organizational system was analyzed by Mean and standard deviation.

Phase 2: the objective of this phase is to develop the guideline to organizational management of Guangxi Higher vocational colleges.

Key Informants

The interviewees in this research was 24 senior administrators of Higher vocational colleges in Guangxi. The qualifications of the interviewees are as follows: 1) At least 5 years of work experience as senior administrator in Higher vocational colleges; 2) Having rich experience in organizational management; 3) graduated with master's degree or above.

Research Instruments

Structured Interview

The instrument to collect the data for objective two, to develop the guideline to organizational management of Guangxi Higher vocational colleges. The structured interview designed based on the current situation of organizational management of Guangxi Higher vocational colleges and organizational management in five following aspects:1). organizational goals 2) organizational structure 3) organizational power 4) organizational culture and 5) organizational system. The structured interview provide into two parts:

Part 1: the personal information of interviewees, classified by interviewee, interviewer, education background, work experience, interview time, and interview date.

Part 2: the questions about suggestion for developing the current situation of organizational management base on five aspects: :1). organizational goals 2) organizational structure 3) organizational power 4) organizational culture and 5) organizational system, for administrators of Higher vocational colleges in Guangxi.

Constructing a structured interview process

The construction process of structured interview are as follows:

Step 1: Reviewing and analyzing documents, concepts, theories, and research related to organizational management of Guangxi Higher vocational colleges.

Step 2: Constructing the structured interview about suggestion for developing the current situation of organizational management base on five aspects: 1) organizational goals 2) organizational structure 3) organizational power 4) organizational culture and 5) organizational system Then sending the outline of structured interview to the thesis advisors to review and revise the contents according to the suggestions.

Data Collection

The data collection for objective 2: to develop the guideline to organizational management of Guangxi Higher vocational colleges , as following procedured:

Step 1: The researcher requested requirement letter form the graduate school, Bansomdejchaopraya Rajabhat University for requiring to interview the administrators from 12 higher vocational colleges in Guangxi.

Step 2: The researcher interviews the administrator one-by-one through online platform or by face-to-face depending on the interviewee convenience.

Data Analysis

The structured interview about develop the guideline to organizational management of Guangxi Higher vocational colleges was analyzed by content analysis.

Phase 3: the objective of this phase is to evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges .

Key Informants

The experts for evaluating the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges was15 administrators in Guangxi. The qualifications of the experts are as follows: 1) at least 10 years of work experience in organizational management in Guangxi higher vocational colleges, 2) have extensive experience in organizational management, 3) graduated with doctor's degree, 4) academic title is associate professor or above.

Research Instruments

Evaluation form

The instrument to collect the data for objective three, to evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges. The evaluation form designed based on guideline to organizational management of Guangxi Higher vocational colleges in five following aspects: 1) organizational goals 2) organizational structure 3) organizational power 4) organizational culture and 5) organizational system. The evaluation form provide into two parts:

Part 1: the personal information of interviewees, classified by work position, work experience, educational background, and academic title.

Part 2: The evaluation form about the guideline to organizational management of Guangxi Higher vocational colleges. The criteria for data interpretation based on a five-point Likert's scale, as follows:

5 refers to the suitability and feasibility of the guideline at the highest level

4 refers to the suitability and feasibility of the guideline at a high level

3 refers to the suitability and feasibility of the guideline at a medium level

2 refers to the suitability and feasibility of the guideline at a low level

1 refers to the suitability and feasibility of the guideline at the lowest level

The data interpretation for average value is based on Rensis Likert (1932). The data interpretation is as follows:

4.50 – 5.00 refers to the highest level

3.50 – 4.49 refers to high level

2.50 – 3.49 refers to medium level

1.50 – 2.49 refers to low level

1.00 – 1.49 refers to the lowest level

Constructing a evaluation form process

The construction process of evaluation form are as follows:

Step 1: Constructing the evaluation form about guideline to organizational management of Guangxi Higher vocational colleges.

Step 2: The evaluation form was applied to 9 administrators in Higher vocational colleges in Guangxi.

Data Collection

The data collection for objective 3: to evaluate the guideline to organizational management of Guangxi Higher vocational colleges, as following procedured:

Step 1: The researcher requested requirement letter form the graduate school, Bansomdejchaopraya Rajabhat University for requiring to invite the expert to evaluate the guideline.

Step 2: The researcher distributed the evaluation form to administrators. A total of 9 evaluation form.

Data Analysis

The data analysis in this research, the researcher analyzes the data by package program, as follows: The evaluation of the suitability and feasibility of the guideline to organizational management of Guangxi Higher vocational colleges is analyzed by Mean and standard deviation.

Table 3.2 Summary of research methods

Research methodology	Objective1: study the current situation	Objective2: to develop the guideline	Objective3: to evaluate the adaptability and feasibility
Population	700 administrators from 12higher vocational colleges in Guangxi.	12 administrators from 12 Higher vocational colleges in Guangxi	12 administrators from 12 Higher vocational colleges in Guangxi
Sample group	248 administrators in Guangxi Higher Vocational Colleges.	The interviewees in this research was 12 senior administrators of Higher vocational colleges in Guangxi	was 9 senior administrators in Guangxi
Research tool	Questionnaire survey	Structured Interview	Evaluation form
Data Collection	Online filling method	The researcher interviews the administrator one-by-one through online platform or by face-to-face depending on the interviewee convenience.	The researcher distributed the evaluation form to administrators. A total of 9 evaluation form.
Data Analysis	by Mean and standard deviation	content analysis.	by Mean and standard deviation.

Chapter 4

Data Analysis Results

The research in the guidelines to organizational management of Guangxi Higher vocational colleges. The objectives of this research were 1) To study the current situation of the organization management of Guangxi higher vocational colleges. 2) To develop the guideline to organizational management of Guangxi Higher vocational colleges .and 3) To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges. The data analysis result can be presented as follows:

1. Symbol and abbreviations
2. Presentation of data analysis
3. Results of data analysis

The details are as follows.

Symbol and Abbreviations

n refers to sample group

N refers to population

$\bar{x}$ refers to mean

S.D. refers to standard deviation

Presentation of Data Analysis

Part 1: The analysis result about personal information of respondents, classified by gender, age, education background, professional title and work experience Presented the data in the form of frequency and percentage.

Part 2: The analysis result about the current situation of the organization management of Guangxi higher vocational colleges. Presented the data in the form of mean and standard deviation.

Part 3: The analysis result about the interview contents about the guidelines to organization management of Guangxi higher vocational colleges.

Part 4: The analysis result about the evaluation of the suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges. Presented the data in the form of mean and standard deviation.

Results of Data Analysis

The researcher analyzed the data in 3 parts as follows:

Part 1: The analysis result about personal information of respondents, classified by gender and education background. Presented the data in the form of frequency and percentage.

Table 4.1 Basic information statistics

(n = 248)

	Personal Information	Frequency	Percentage
College	Guilin Aerospace Industry College	16	6.45
	Guangxi Mechanical and Electrical Vocational and Technical College	17	6.85
	Liuzhou Vocational and Technical College	19	7.66
	Nanning Vocational and Technical College	30	12.1
	Guangxi Vocational and Technical College	21	8.47
	Guangxi Electric Power Vocational and Technical College	17	6.85
	Guangxi Agricultural Vocational and Technical University	30	12.1
	Guangxi Construction Vocational and Technical College	22	8.87

Table 4.1 (Continue)

(n = 248)

	Personal Information	Frequency	Percentage
	Guangxi Water Conservancy and Electric Power Vocational and Technical College	22	8.87
	Guangxi Communications Vocational and Technical College	20	8.06
	Guangxi Industrial and Commercial Vocational and Technical College	17	6.85
	Guangxi International Business Vocational and Technical College	17	6.85
	Total	**248**	**100**
Gender	male	161	64.92
	female	87	35.08
	Total	**248**	**100**
age	25-30years old	9	3.63
	31-35years old	70	28.23
	36-40years old	74	29.84
	41-45years old	78	31.45
	46-50years old	7	2.82
	51-60years old	10	4.03
	Total	248	100
education background	Bachelor's degree	37	14.92
	Master's degree	161	64.92
	Doctor's degree	50	20.16
	Total	**248**	**100**

Table 4.1 (Continue)

(n = 248)

	Personal Information	Frequency	Percentage
Professional title	Junior and Other Titles	24	9.68
	Intermediate Title	93	37.5
	Associate Senior Title	105	42.34
	Full Professor	26	10.48
	Total	**248**	100
Work experience	5-10 years	49	19.76
	11-15 years	99	39.92
	16-20 years	74	29.84
	21 + years	26	10.48
	Total	**248**	**100**

According to Table 4.1, showed that the majority respondents were 161male administrators, accounting for 64.92%, and 87 female administrators, accounting for 35.08%. The age of respondents was mainly 41-45 years old for 78 administrators, accounting for 31.45%, followed by 36-40 years old for 74 administrators, accounting for 29.84%, and 46-50 years old was the lowest level for 7 administrators, accounting for 2.82%. The education background of respondents was mainly master's degree for 161 administrators, accounting for 64.92%, followed by doctor's degree was the lowest level for 50 administrators, accounting for 20.16%, and bachelor's degree for 37 administrators, accounting for 14.92%. The professional title of respondents was mainly associate senior title for 105 administrators, accounting for 42.34%, followed by intermediate title for 93 administrators, accounting for 37.5%, and Junior and other Titles was the lowest level for 24 administrators, accounting for 9.68%. The work experience of respondents was mainly 11-15 years for 99 administrators, accounting

for 39.92%, followed by 16-20 years for 74 administrators, accounting for 29.84%, and 21 + years was the lowest level for 26 administrators, accounting for 10.48%.

Part 2: The analysis result about the current situation of the organization management of Guangxi higher vocational colleges. Presented the data in the form of mean and standard deviation.

Table 4.2 The mean and standard deviation of the current situation of organization management of Guangxi higher vocational colleges in five aspects.

(n = 248)

No.	organization management of Guangxi higher vocational colleges	$\bar{x}$	S.D.	level	order
1	Organizational goals	3.2	0.86	medium	2
2	Organizational structure	3.21	0.88	medium	1
3	Organizational power	3.16	0.86	medium	3
4	Organizational Culture	3.15	0.86	medium	5
5	Organizational system	3.16	0.86	medium	4
	total	**3.18**	**0.71**	**medium**	

According to table 4.2, found that the current situation of the organization management of Guangxi higher vocational colleges in five aspects was at medium level ($\bar{x}$=3.18). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was organizational structure ($\bar{x}$= 3.21), followed by organizational goals ($\bar{x}$= 3.20), and organizational culture was the lowest mean ($\bar{x}$ = 3.15).

Table 4.3 The mean and standard deviation of the current situation of organizational goals in organizational management

(n = 248)

No.	Organizational goals	$\bar{x}$	S.D.	level	order
1	Administrators take organizational goals as the direction and driving force of organizational development to guide its behavior and resource allocation	3.23	1.4	medium	3
2	Administrators establish organizational goals that are specific and quantifiable to ensure that organizational members are clearly aware of their tasks and desired outcomes.	3.25	1.29	medium	1
3	Administrators establish organizational goals that are macro and abstract, which help to provide a clear direction and guidance for the organization.	3.23	1.36	medium	3
4	Administrators establish the organizational goals are clarity, and the organization members can clearly know the development direction and requirements of the organization.	3.19	1.28	medium	6
5	Administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization.	3.16	1.25	medium	8
6	Administrators establish the achievable organizational goals. The expected goals can be achieved through the organization's efforts and resource input.	3.19	1.28	medium	6

Table 4.3 (Continue)

(n = 248)

No.	Organizational goals	$\bar{x}$	S.D.	level	order
7	Administrators establish the organizational goals are challenging., Organizational goals should be challenging and can stimulate the enthusiasm and creativity of organizational members.	3.24	1.27	medium	2
8	Administrators establish the organizational goals are time limit. The organization's goals have a clear time limit to ensure that the organization achieves the goals within the specified time limit.	3.21	1.26	medium	4
9	Administrators establish the organizational goals to guide the behavior and resource allocation of the organization.	3.19	1.2	medium	6
10	Administrators establish the organizational goals to improve the efficiency and performance of the organization.	3.18	1.29	medium	7
11	Administrators establish the organizational goals to enhance the cohesion and centripetal force of the organization.	3.2	1.36	medium	5
	Total	**3.20**	**0.86**	**medium**	

According to table 4.3, found that the current situation of organizational goals in organizational management was at medium level ($\bar{x}$=3.20). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators establish organizational goals that are specific and quantifiable to ensure that organizational members are clearly aware of their tasks and desired outcomes ($\bar{x}$=3.25), followed by Administrators establish the organizational goals are challenging. Organizational goals should be challenging and can

stimulate the enthusiasm and creativity of organizational members ($\bar{x}$=3.24), and administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization was the lowest mean ($\bar{x}$=3.16).

Table 4.4 The mean and standard deviation of the current situation of organizational structure in organizational management.

(n = 248)

No.	Organizational structure	$\bar{x}$	S.D.	level	order
1	Administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on.	3.15	1.27	medium	9
2	Administrators set a hierarchical relationship. According to the scale of the university, business characteristics and the ability of employees, Administrators set a reasonable organizational structure hierarchy, so as to realize the efficient operation and sustainable development of the organization.	3.19	1.37	medium	6
3	Administrators made a reasonable post allocation. clarify the responsibilities, authority and functions of the post, and provide corresponding personnel.	3.25	1.36	medium	2
4	Administrators rationally allocate and divide the powers between different levels and departments to improve the decision-making efficiency and execution of the organization.	3.21	1.24	medium	5

Table 4.4 (Continue)

(n = 248)

No.	Organizational structure	$\bar{x}$	S.D.	level	order
5	Administrators, divide the responsibilities of different departments and positions to ensure that the job responsibilities of each position is clear and accurately divided.	3.21	1.35	medium	5
6	Administrators establisha sound information communication channel system to ensure the smooth flow and effective use of information, to improve work efficiency, to reduce communication costs, and to enhance team cohesion, so as to achieve efficient operation and sustainable development	3.17	1.36	medium	7
7	Administrators establish a sound and effective decision-making mechanism to improve the quality and efficiency of decision-making, and to maintain flexibility and response speed in the face of complex and changing environments.	3.23	1.28	medium	3
8	Administrators rationally optimize the allocation of resources to improve work efficiency, to reduce costs, to enhance competitiveness, and to achieve long-term sustainable development.	3.16	1.26	medium	8

Table 4.4 (Continue)

(n = 248)

No.	Organizational structure	$\bar{x}$	S.D.	level	order
9	Administrators develop assessment and incentive mechanism to improve employee participation and enthusiasm.	3.29	1.26	medium	1
10	Administrators timely carry out organizational structure changes and adjustto optimize and innovate the internal structure of the organization.	3.23	1.34	medium	3
11	Administrators determine the division of labor and cooperation mode of each member in the organization to build an efficient, orderly and collaborative working environment, and to promote the sustainable development .	3.22	1.33	medium	4
	Total	**3.21**	**0.88**	**medium**	

According to table 4.4, found that the current situation of Organizational structure in organizational management was at medium level ($\bar{x}$ = 3.21). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest mean was administrators develop assessment and incentive mechanism to improve employee participation and enthusiasm ($\bar{x}$=3.29), followed by Administrators made a reasonable post allocation. clarify the responsibilities, authority and functions of the post, and provide corresponding personnel ($\bar{x}$ = 3.25), and Administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on was the lowest mean ($\bar{x}$= 3.15).

Table 4.5 The mean and standard deviation of the current situation of organizational power in organizational management.

(n = 248)

No.	Organizational power	$\bar{x}$	S.D.	level	order
1	Administrators improve the organizational authorization and control mechanism to ensure the reasonable, legal, transparent and effective exercise of rights, and prevent the abuse or improper exercise of rights.	3.24	1.28	medium	2
2	Administrators play the important role of organizational power in the operation and development of the organization, and ensure the legal, fair, responsible and transparent exercise of power.	3.27	1.22	medium	1
3	Administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power.	3.07	1.35	medium	10
4	Administrators formulate relevant management rules and regulationsand clarify the organizational structure, distribution of powers ,scope of authority and other forms of power.	3.14	1.32	medium	6

Table 4.5 (Continue)

(n = 248)

No.	Organizational power	$\bar{x}$	S.D.	level	order
5	Administrators are good at using their personal influence and exercising their organizational power, enhancing the cohesion and centripetal force of the team, and promoting the realization of organizational goals.	3.21	1.20	medium	4
6	Administrators are good at using their personal influence and exercising their organizational power, enhancing the cohesion and centripetal force of the team, and promoting the realization of organizational goals.	3.21	1.20	medium	4
7	Administrators make full use of their personal professional ability to help managers better perform their duties and achieve their organizational goals when exercising their organizational power.	3.15	1.38	medium	5
8	Administrators pay full attention to and use the resources of the organization When exercising the rights of the organization, such as human resources, material resources, technical resources, financial resources and information resources.	3.09	1.34	medium	8

Table 4.5 (Continue)

(n = 248)

No.	Organizational power	$\bar{x}$	S.D.	level	order
9	Administrators pay full attention to and use the resources of the organization When exercising the rights of the organization, such as human resources, material resources, technical resources, financial resources and information resources.	3.21	1.26	medium	4
10	Administrators effectively implement the correspondence of rights and responsibilities and ensure that each member or department also assumes the corresponding responsibilities while exercising their power, so as to provide a strong guarantee for the stability and development of the organization.	3.08	1.29	medium	9
11	Administrators ,according to the specific situation and needs of the organization, choose the centralization and decentralization of power to achieve the best decision-making effect and organizational performance.	3.10	1.25	medium	7
12	Administrators establish a sound power checks and balances mechanism to ensure that the organizational power is not abused and to ensure the legal, fair and efficient operation of power.	3.23	1.34	medium	3
	Total	**3.16**	**0.86**	**medium**	

According to table 4.5, found that the current situation of Organizational power in organizational management was at medium level ($\bar{X}$=3.16). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators play the important role of organizational power in the operation and development of the organization, and ensure the legal, fair, responsible and transparent exercise of power ($\bar{X}$=3.27), followed by administrators improve the organizational authorization and control mechanism to ensure the reasonable, legal, transparent and effective exercise of rights, and prevent the abuse or improper exercise of rights ($\bar{X}$= 3.24), and administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power was the lowest mean ($\bar{X}$ = 3.07).

Table 4.6 The mean and deviation of the current situation of organizational power in organizational management.

(n = 248)

No.	Organizational culture	$\bar{x}$	S.D.	level	order
1	Administrators build a clear and shaped positive value system for the organization, guide members to make correct decisions and actions, enhance the cohesion and centripetal force of the organization, and stimulate the enthusiasm and creation of members.	3.17	1.30	medium	5
2	Administrators pay attention to the cultivation of group consciousness of teachers and students so that the organization forms a strong cohesion and centripetal force, and achieves higher goals and development.	3.10	1.27	medium	9
3	Administrators standardize the behavior of employees, provide clear guidance and requirements for teachers and students, and create a positive cultural atmosphere.	3.23	1.39	medium	2
4	Administrators build a unified organizational thinking mode which provides common thinking and action principles for the organization members, and promotes the stable and sustainable development of the organization.	3.19	1.30	medium	4
5	Administrators attach great importance to the construction and management of organizational culture in the long-term practice, and cultivate and carry forward the positive organizational culture.	3.12	1.28	medium	8

Table 4.6 (Continue)

(n = 248)

No.	Organizational culture	$\bar{x}$	S.D.	level	order
6	Administrators constructing organizational culture is generally recognized and followed by the members of the organization.	3.26	1.26	medium	1
7	Administrators take the organizational image and organizational logo as an important part of the construction of organizational culture to promote the long-term development of the organization.	3.21	1.35	medium	3
8	Administrators create a positive and dynamic working environment for the staff and stimulate their creativity and potential.	3.13	1.35	medium	7
9	Administrators constantly improve and optimize the technology and norms within the organization in the work, and create a dynamic, innovative and competitive technical working atmosphere.	3.03	1.27	medium	10
10	Administrators actively build clear, positive values and beliefs to stimulate the potential of members, enhance the competitiveness of the organization and achieve sustainable development.	3.14	1.30	medium	6

Table 4.6 (Continue)

(n = 248)

No.	Organizational culture	$\bar{x}$	S.D.	level	order
11	Administrators cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society.	3.02	1.25	medium	11
12	Administrators attach importance to the cultivation and communication of the sense of mission, so that they can become a powerful driving force to promote the organization to move forward, stimulate the internal motivation of employees, gather people's hearts, and form common goals and values.	3.17	1.30	medium	5
	Total	**3.15**	**0.86**	**medium**	

According to table 4.6, found that the current situation of Organizational culture in organizational management was at medium level ($\bar{\mathbf{X}}$=3.15). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest level was administrators constructing organizational culture is generally recognized and followed by the members of the organization.($\bar{\mathbf{X}}$ =3.26), followed by administrators standardize the behavior of employees, provide clear guidance and requirements for teachers and students and create a positive cultural atmosphere.($\bar{\mathbf{X}}$=3.23), and administrators focus on improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society was the lowest mean ($\bar{\mathbf{X}}$ = 3.02).

Table 4.7 The mean and standard deviation of the current situation of organizational power in organizational management.

(n = 248)

No.	Organizational system	$\bar{x}$	S.D.	level	order
1	Administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards.	3.00	1.27	medium	10
2	Administrators build an efficient, orderly and dynamic organizational systemin order to achieve the educational goals.	3.10	1.27	medium	8
3	Administrators develop organizational systems effectively standardizes the internal organizational structure, responsibilities, work process and code of conduct.	3.06	1.32	medium	9
4	Administrators construct and implement the legal effect and administrative binding force of the organizationto ensure the legitimacy and effectiveness of the organizational system and provide a solid guarantee for the long-term and stable development of the organization.	3.16	1.27	medium	6
5	Administrators build a stable, efficient and flexible organizational structure to provide strong support for the long-term and stable development of the organization.	3.24	1.27	medium	3
6	Administrators clarify job responsibilities at all levels, standardize work processes and improve work efficiency by standardizing management systems.	3.16	1.34	medium	6

Table 4.7 (Continue)

(n = 248)

No.	Organizational system	$\bar{x}$	S.D.	level	order
7	Administrators restrict behavioral norms by setting up organizational systems to ensure the order, fairness and efficiency of the organization.	3.17	1.29	medium	5
8	Administrators establish a scientific and fair evaluation system,encourage employees to work actively, improve the overall performance, and then to promote the sustainable development of the organization.	3.26	1.24	medium	2
9	Administrators standardize the management system to clarify the standards of reward and punishment mechanisms to commend outstanding employees, to punish violationsand to create a positive working atmosphere.	3.27	1.35	medium	1
10	Administrators establish and improve the supervision and inspection mechanism to provide the basic compliance of supervision , effectively improving the governance level and comprehensive competitiveness of the organization.	3.16	1.29	medium	6
11	Administrators revise the system to improve work efficiency and productivity and to ensure the timeliness and applicability of the system according to the actual situation and needs.	3.23	1.23	medium	4

Table 4.7 (Continue)

(n = 248)

No.	Organizational system	$\bar{x}$	S.D.	level	order
12	Administrators establish an effective organizational management system to help employee sense of belonging and work enthusiasm, and thereby promote the sustainable development of the organization.	3.12	1.31	medium	7
	Total	**3.16**	**0.86**	**medium**	

According to table 4.7, found that the current situation of Organizational system in organizational management was at medium level ($\bar{x}$ = 3.16). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators standardize the management system to clarify the standards of reward and punishment mechanisms to commend outstanding employees, to punish violations and to create a positive working atmosphere ($\bar{x}$=3.27), followed by administrators establish a scientific and fair evaluation system, encourage employees to work actively, improve the overall performance, and then to promote the sustainable development of the organization ($\bar{x}$= 3.26), and administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards was the lowest mean ($\bar{x}$ = 3.00).

Part 3: The analysis result about the interview contents about the guidelines to organization management of Guangxi higher vocational colleges.

Table 4.8 Information of Interviewees

Interviewee	Age	Education background	Expertise	work experience in university (years)
Interviewees 1	40	Master's degree	Development planning management	13
Interviewees 2	50	Doctor's degree	Education management	20
Interviewees 3	42	Master's degree	human resource management	16
Interviewees 4	51	Doctor's degree	Education management	18
Interviewees 5	46	Doctor's degree	Measurement	14
Interviewees6	42	Master's degree	Student management	13
Interviewees 7	48	Master's degree	Education management	20
Interviewees 8	52	Doctor's degree	Student management	20
Interviewees9	49	Doctor's degree	human resource management	16
Interviewees10	38	Master's degree	Measurement	12
Interviewees11	40	Master's degree	Teaching quality management	14
Interviewees12	53	Doctor's degree	Education management	19

Table 4.8 (Continue)

Interviewee	Age	Education background	Expertise	work experience in university (years)
Interviewees13	58	Master's degree	Education management	30
Interviewees14	39	Doctor's degree	Student management	8
Interviewees15	44	Master's degree	Teaching quality management	17
Interviewees16	37	Master's degree	human resource management	10
Interviewees17	50	Doctor's degree	Education management	20
Interviewees18	46	Master's degree	Development planning management	20
Interviewees19	51	Doctor's degree	Academic administration	27
Interviewees20	46	Doctor's degree	Student management	12
Interviewees21	42	Master's degree	Financial management	15
Interviewees22	55	Master's degree	Education management	22
Interviewees23	52	Doctor's degree	Teaching quality management	20
Interviewees24	49	Master's degree	Academic administration	23

The interviewees in this research was 12 senior administrators of Higher vocational colleges in Guangxi. The interviewees all have more than 5 years of working experience in universities, rich experience in organizational management, master's degree or above.

Interview results

1. The guideline to supporting organizational goals consisted of 8 measures as follows:

1) Define the organization's vision and mission, and ensure that its goals are aligned with the vision and mission.

2) Improve SMART goals (specific, measurable, achievable, relevant, and time-bound)

3) Strengthen the setting of staff participation in organizational goals.

4) Improve the construction of a multi-level organizational target system.

5) Improve the organizational goal monitoring and evaluation mechanism.

6) Increase resources and help for organizational goals.

7) Align organizational goals with employees' personal development and career goals.

8) Improve the flexibility and suitability of goals to respond.

2. The guideline to ptimizing rganizational Structure consisted of 7measures as follows:

1) Strengthen the functions and responsibilities of all departments and posts.

2) Improve the organizational hierarchy and determine the management levels and their rights and responsibilities.

3) According to the needs of organizational development, improve each organization.

4) Improve the power structure and clarify the scope of functions and powers of each post.

5) Strengthen the establishment of cross-departmental collaboration mechanisms.

6) Strengthen informatization construction.

7) Strengthen the evaluation of the effectiveness and suitability of the organizational structure.

3. The guideline to enhancing Organizational power consisted of 9 measures as follows:

1) Improve the organizational power framework and clarify decision-making procedures and power limits.

2) Improve a transparent and open management and decision-making mechanism.

3) Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making.

4) Improve and establish an effective appeal mechanism and supervision mechanism.

5) Improve the mechanism of decentralization and checks and balances.

6) Strengthen the democratic participation of teachers and students in management and decision-making.

7) Improve the transparency and openness of management.

8) Promote equality of opportunities between teachers and students.

9) strengthen the training and education of laws, regulations and powers.

4. The guideline to optimizing Organizational Culture consisted of 8 measures as follows:

1) Establish core values and integrate them into all aspects of colleges .

2) Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society.

3) Strengthen the scientific research innovation and practical ability of teachers and students.

4) Strengthen communication and collaboration, promote teamwork.

5) Promote diversity and inclusion, respect individual differences.

6) Strengthen establish an efficient service system, provide quality services to teachers and students.

7) Respect academic freedom, encourage academic research and ideological exploration.

8) Strengthen evaluate the effectiveness of organizational culture construction.

5. The guideline to Supporting organizational system consisted of 8 measures as follows:

1) Improve the organizational structure and management system, clarify the responsibilities and authority.

2) Improve rules and regulations, standardize working procedures.

3) Strengthen the internal control mechanism, including audit supervision, risk management, etc.

4) Strengthen the establishment of information management system, realize information sharing and process automation.

5) Strengthen system learning and communication.

6) Improve the supervision and evaluation mechanism.

7) Strengthen the communication and teamwork among various departments.

8) Constantly optimize and improve the organizational system.

Table 4.9 Guideline To Organizational Management Of Guangxi Higher Vocational Colleges

content	Guidelines
Supporting Organizational goals	1. Define the organization's vision and mission, and ensure that its goals are aligned with the vision and mission. 2. Improve SMART goals (specific, measurable, achievable, relevant, and time-bound) 3. Strengthen the setting of staff participation in organizational goals. 4. Improve the construction of a multi-level organizational target system. 5. Improve the organizational goal monitoring and evaluation mechanism. 6. Increase resources and help for organizational goals. 7. Align organizational goals with employees' personal development and career goals. 8. Improve the flexibility and suitability of goals to respond.
Optimizing Organizational Structure	1. Strengthen the functions and responsibilities of all departments and posts. 2. Improve the organizational hierarchy and determine the management levels and their rights and responsibilities. 3. According to the needs of organizational development, improve each organization. 4. Improve the power structure and clarify the scope of functions and powers of each post. 5. Strengthen the establishment of cross-departmental collaboration mechanisms.

Table 4.9 (Continue)

content	Guidelines
Optimizing Organizational Structure	6. Strengthen informatization construction. 7. Strengthen the evaluation of the effectiveness and suitability of the organizational structure.
Enhancing Organizational power	1. Improve the organizational power framework and clarify decision-making procedures and power limits. 2. Improve a transparent and open management and decision-making mechanism. 3. Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making. 4. Improve and establish an effective appeal mechanism and supervision mechanism. 5. Improve the mechanism of decentralization and checks and balances. 6. Strengthen the democratic participation of teachers and students in management and decision-making. 7. Improve the transparency and openness of management. 8. Promote equality of opportunities between teachers and students. 9. strengthen the training and education of laws, regulations and powers.
Optimizing Organizational Culture	1. Establish core values and integrate them into all aspects of colleges . 2. Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society. 3. Strengthen the scientific research innovation and practical ability of teachers and students. 4. Strengthen communication and collaboration, promote teamwork.

Table 4.9 (Continue)

content	Guidelines
Optimizing Organizational Culture	5. Promote diversity and inclusion, respect individual differences. 6. Strengthen establish an efficient service system, provide quality services to teachers and students. 7. Respect academic freedom, encourage academic research and ideological exploration. 8. Strengthen evaluate the effectiveness of organizational culture construction.
Improving Organizational Systems	1. Improve the organizational structure and management system, clarify the responsibilities and authority. 2. Improve rules and regulations, standardize working procedures. 3. Strengthen the internal control mechanism, including audit supervision, risk management, etc. 4. Strengthen the establishment of information management system, realize information sharing and process automation. 5. Strengthen system learning and communication. 6. Improve the supervision and evaluation mechanism. 7. Strengthen the communication and teamwork among various departments. 8. Constantly optimize and improve the organizational system.

According to table 4.9, the researcher provided the guidelines to organizational management of Guangxi Higher vocational colleges in five aspects, which contain 40 measures. There are 8 measures for organizational goals, 7 measures for organizational structure, 9 measures for organizational power, 8 measures for organizational culture and 8 measures for organizational system.

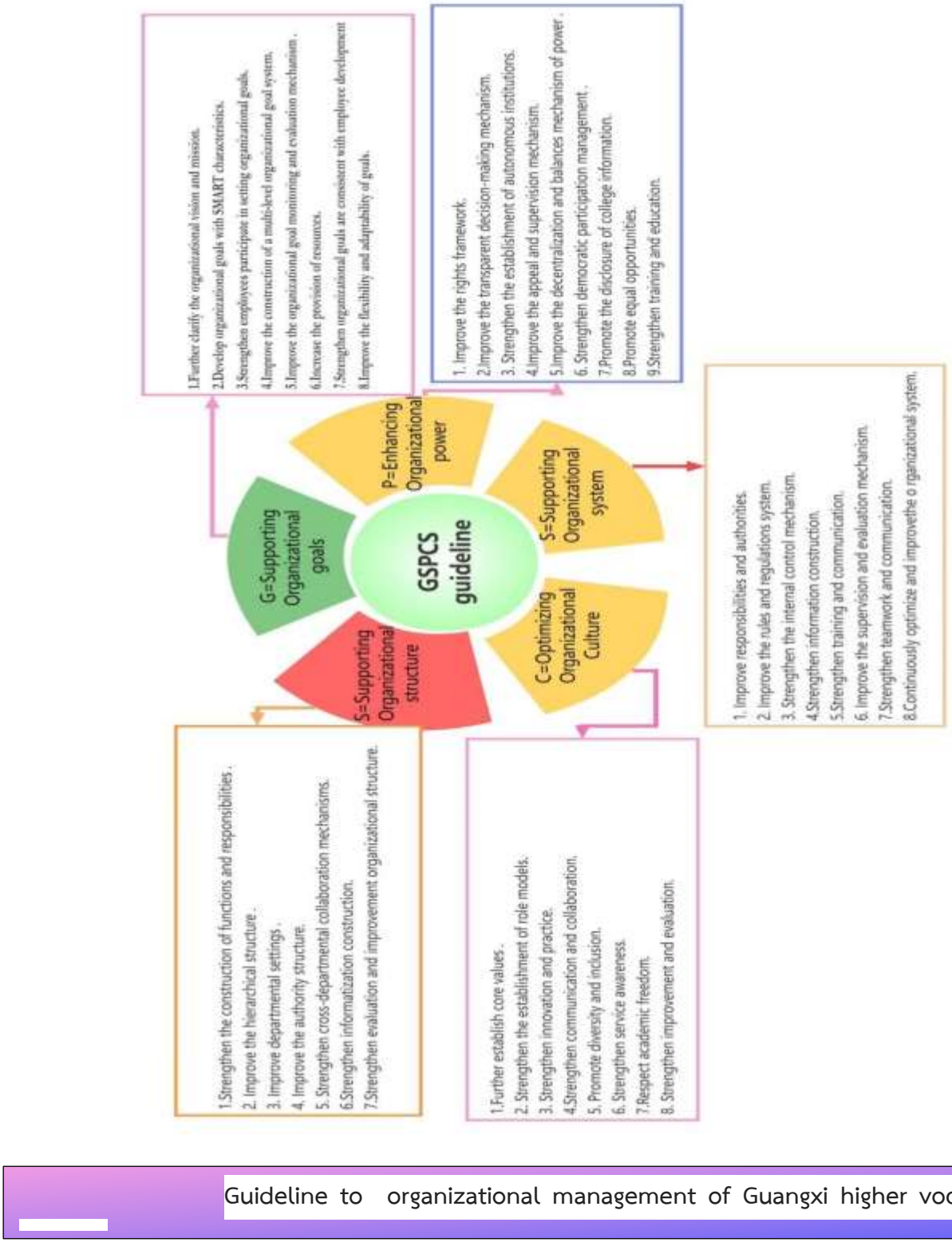

Figure 4.1 Guideline to organizational management of Guangxi higher vocational colleges

Part 4: The analysis result about the evaluation of the suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges. Presented the data in the form of mean and standard deviation.

Table 4.10 The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in five aspects.

(N = 15)

Guideline to organizational management of Guangxi higher vocational colleges	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
Supporting Organizational goals	4.58	0.40	highest	4.60	0.29	highest
Optimizing Organizational Structure	4.56	0.27	highest	4.69	0.22	highest
Enhancing Organizational power	4.47	0.39	high	4.60	0.29	highest
Optimizing Organizational Culture	4.59	0.30	highest	4.64	0.33	highest
Supporting Organizational system	4.68	0.26	highest	4.70	0.25	highest
Total	**4.58**	**0.25**	**highest**	**4.65**	**0.22**	**highest**

According to table 4.10, the suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in five aspects were at highest level with the values between 4.00 and 5.00, which means the guidelines to organization management of Guangxi higher vocational colleges are suitability and feasibility. Considering the results of this research aspects ranged from the highest to lowest mean were as follow: The highest mean of suitability was Supporting organizational system ($\bar{x}$ = 4.68), followed by optimizing organizational culture ($\bar{x}$ = 4.59), and enhancing organizational power was the lowest mean ($\bar{x}$ = 4.47). The highest mean of feasibility was supporting organizational system ($\bar{x}$= 4.70, followed by optimizing organizational structure ($\bar{x}$ = 4.69), and supporting organizational goals mean ($\bar{x}$= 4.60) and enhancing organizational power level ($\bar{x}$ = 4.60) are the lowest mean.

Table 4.11 The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines to supporting organizational goals.

(N = 15)

Supporting Organizational goals	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
1.Define the organization's vision and mission, and ensure that its goals are aligned with the vision and mission.	4.53	0.64	highest	4.60	0.51	highest
2. Improve SMART goals (specific, measurable, achievable, relevant, and time-bound.)	4.47	0.64	high	4.53	0.52	highest
3. Strengthen the setting of staff participation in organizational goals.	4.40	0.83	high	4.47	0.64	high
4. Improve the construction of a multi-level organizational target system.	4.67	0.49	highest	4.47	0.52	high
5. Improve the organizational goal monitoring and evaluation mechanism.	4.80	0.41	highest	4.40	0.63	high
6.Increase resources and help for organizational goals.	4.60	0.51	highest	4.47	0.52	high
7. Align organizational goals with employees' personal development and career goals.	4.47	0.64	high	4.47	0.64	high
8. Improve the flexibility and suitability of goals to respond.	4.73	0.59	highest	4.67	0.49	hig0068 est
Total	**4.58**	**0.40**	**highest**	**4.60**	**0.29**	**highest**

According to table 4.11, found that the suitability of guidelines to Supporting Organizational goals was at highest level ($\bar{x}$ = 4.58), the feasibility of guidelines to Supporting Organizational goals was at highest level ($\bar{x}$= 4.60).Considering the results of this research aspects ranged from the highest to lowest mean were as follow: The highest mean of suitability was Improve the organizational goal monitoring and evaluation mechanism to follow up on the progress of goals ($\bar{x}$ = 4.80), followed by Improve the flexibility and suitability of goals to respond to changes in the environment ($\bar{x}$= 4.73), and Strengthen faculty and staff's participation in the process of organizational goal setting was the lowest mean ($\bar{x}$ = 4.40). The highest mean of feasibility was Improve the flexibility and suitability of goals to respond to changes in the environment ($\bar{x}$= 4.67), followed by Further clarify the organizational vision and mission ($\bar{x}$= 4.60), and Improve the organizational goal monitoring and evaluation mechanism to follow up on the progress of goals are the lowest mean ($\bar{x}$= 4.40).

Table 4.12 The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines to optimizing organizational structure.

(N = 15)

Optimizing organizational structure	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
1.Strengthen the functions and responsibilities of all departments and posts.	4.60	0.51	highest	4.60	0.51	highest
2. Improve the organizational hierarchy and determine the management levels and their rights and responsibilities.	4.53	0.52	highest	4.67	0.49	highest
3.According to the needs of organizational development, improve each organization.	4.67	0.49	highest	4.67	0.49	highest
4.Improve the power structure and clarify the scope of functions and powers of each post.	4.53	0.52	highest	4.60	0.51	highest
5.Strengthen the establishment of cross-departmental collaboration mechanisms.	4.33	0.72	high	4.53	0.52	highest
6.Strengthen informatization construction.	4.68	0.49	highest	4.88	0.35	highest
7. Strengthen the evaluation of the effectiveness and suitability of the organizational structure.	4.60	0.51	highest	4.87	0.35	highest
Total	**4.56**	**0.27**	**highest**	**4.69**	**0.22**	**highest**

According to table 4.12, found that the suitability of guidelines to optimizing organizational structure was at highest level ($\bar{x}$ = 4.56), the feasibility of guidelines to optimizing organizational structure was at highest mean ($\bar{x}$= 4.69).Considering the results of this research aspects ranged from the highest to lowest mean were as follow: The highest mean of suitability was Strengthen informatization construction ($\bar{x}$= 4.68), followed by According to the needs of organizational development, improve each organization ($\bar{x}$= 4.67), and. Strengthen the establishment of cross-departmental collaboration mechanisms was the lowest mean ($\bar{x}$= 4.33). The highest level of feasibility was Strengthen informatization construction ($\bar{x}$ = 4.88), followed by Strengthen the evaluation of the effectiveness and suitability of the organizational structure ($\bar{x}$ = 4.87), and Strengthen the establishment of cross-departmental collaboration mechanisms are the lowest mean ($\bar{x}$= 4.53).

Table 4.13 The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines to enhancing organizational power.

(N =15)

Enhancing Organizational power	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
1. Improve the organizational power framework and clarify decision-making procedures and power limits.	4.68	0.49	highest	4.73	0.46	highest
2. Improve a transparent and open management and decision-making mechanism.	4.33	0.62	high	4.53	0.52	highest
3. Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making.	4.67	0.49	highest	4.60	0.51	highest
4. Improve and establish an effective appeal mechanism and supervision mechanism.	4.53	0.64	highest	4.53	0.52	highest
5. Improve the mechanism of decentralization and checks and balances.	4.60	0.51	highest	4.74	0.46	highest
6. Strengthen the democratic participation of teachers and students in management and decision-making.	4.20	1.26	high	4.67	0.49	highest
7. Improve the transparency and openness of management.	4.53	0.64	highest	4.47	0.52	high

Table 4.13 (Continue)

(N = 15)

Enhancing Organizational power	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
8. Promote equality of opportunities between teachers and students.	4.13	0.92	high	4.40	0.91	high
9. strengthen the training and education of laws, regulations and powers.	4.60	0.51	highest	4.72	0.46	highest
Total	**4.47**	**0.39**	**high**	**4.60**	**0.29**	**highest**

According to table 4.13, found that the suitability of guidelines to Enhancing Organizational power was at high level ($\bar{x}$ = 4.47), the feasibility of guidelines to Enhancing Organizational power was at highest level ($\bar{x}$= 4.60).Considering the results of this research aspects ranged from the highest to lowest mean were as follow: The highest mean of suitability was Improve the organizational power framework and clarify decision-making procedures and power limits. ($\bar{x}$= 4.68), followed by Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making ($\bar{x}$ = 4.67), and Promote equal opportunities was the lowest level ($\bar{x}$= 4.13). The highest level of feasibility was Improve the mechanism of decentralization and checks and balances. ($\bar{x}$= 4.74), followed by Improve the organizational power framework and clarify decision-making procedures and power limits. ($\bar{x}$= 4.73), and Promote equality of opportunities between teachers and students are the lowest mean ($\bar{x}$= 4.40).

Table 4.14 The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines to optimizing organizational culture.

(N = 15)

Optimizing Organizational Culture	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
1.Establish core values and integrate them into all aspects of colleges.	4.67	0.49	highest	4.67	0.49	highest
2. Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society.	4.60	0.51	highest	4.67	0.49	highest
3.Strengthen the scientific research innovation and practical ability of teachers and students.	4.74	0.46	highest	4.53	0.52	highest
4. Strengthen communication and collaboration, promote teamwork.	4.40	0.51	high	4.60	0.74	highest
5. Promote diversity and inclusion, respect individual differences.	4.27	0.59	high	4.60	0.63	highest
6. Strengthen establish an efficient service system, provide quality services to teachers and students.	4.67	0.49	highest	4.60	0.51	highest
7. Respect academic freedom, encourage academic research and ideological exploration.	4.67	0.49	highest	4.74	0.46	highest
8. Strengthen evaluate the effectiveness of organizational culture construction.	4.73	0.46	highest	4.73	0.46	highest
Total	**4.59**	**0.30**	**highest**	**4.64**	**0.33**	**highest**

According to table 4.14, found that the suitability of guidelines to optimizing organizational oulture was at high level ($\bar{x}$ = 4.59), the feasibility of optimizing organizational culture was at highest level ($\bar{x}$ = 4.64).Considering the results of this research aspects ranged from the highest to lowest mean were as follow: Strengthen the scientific research innovation and practical ability of teachers and students ($\bar{x}$= 4.74), followed by Strengthen evaluate the effectiveness of organizational culture construction($\bar{x}$ = 4.73), and Promote diversity and inclusion, respect individual differences was the lowest mean ($\bar{x}$ = 4.27). The highest level of feasibility was Respect academic freedom, encourage academic research and ideological exploration ($\bar{x}$= 4.74), followed by Strengthen evaluate the effectiveness of organizational culture construction ($\bar{x}$= 4.73), and Strengthen the scientific research innovation and practical ability of teachers and students are the lowest mean ($\bar{x}$= 4.53).

Table 4.15 The mean and standard deviation of the evaluation of suitability and feasibility of guidelines to supporting organizational system.

(N = 15)

Supporting Organizational system	suitability			feasibility		
	$\bar{x}$	S.D.	level	$\bar{x}$	S.D.	level
1.Improve the organizational structure and management system, clarify the responsibilities and authority.	4.67	0.62	highest	4.73	0.46	highest
2.Improve rules and regulations, standardize working procedures.	4.73	0.46	highest	4.80	0.41	highest
3.Strengthen the internal control mechanism, including audit supervision, risk management, etc.	4.60	0.51	highest	4.73	0.59	highest
4.Strengthen the establishment of information management system, realize information sharing and process automation.	4.67	0.49	highest	4.87	0.35	highest
5.Strengthen system learning and communication.	4.67	0.49	highest	4.73	0.46	highest
6.Improve the supervision and evaluation mechanism.	4.74	0.46	highest	4.81	0.41	highest
7.Strengthen the communication and teamwork among various departments.	4.53	0.52	highest	4.47	0.64	high
8.Constantly optimize and improve the organizational system.	4.80	0.41	highest	4.48	0.52	high
Total	**4.68**	**0.26**	**highest**	**4.70**	**0.25**	**highest**

According to table 4.15, found that the suitability of supporting organizational system was at high level ($\bar{x}$= 4.68), the feasibility of supporting organizational system was at highest level ($\bar{x}$= 4.70).Considering the results of this research aspects ranged from the highest to lowest mean were as follow: The highest mean of suitability was Constantly optimize and improve the organizational system ($\bar{x}$= 4.80), followed by Improve the supervision and evaluation mechanism ($\bar{x}$= 4.74), and Strengthen the communication and teamwork among various departments was the lowest mean ($\bar{x}$ = 4.53). The highest mean of feasibility was Strengthen the establishment of information management system, realize information sharing and process automation ($\bar{x}$= 4.87), followed by Improve the supervision and evaluation mechanism ($\bar{x}$= 4.81), and Strengthen the communication and teamwork among various departments are the lowest mean ($\bar{x}$= 4.47).

Chapter 5
Conclusion Discussion and Recommendations

The research in the guidelines to organizational management of Guangxi Higher vocational colleges. The objectives of this research were 1) To study the current situation of the organization management of Guangxi higher vocational colleges. 2) To develop the guideline to organizational management of Guangxi Higher vocational colleges. 3) To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges. The research were including 5 following aspects: 1) organizational goals, 2) organizational structure, 3) organizational power, 4) organizational Culture and organizational system. The sample group in this research were administrators in Higher vocational colleges in Guangxi. The Interview group was 12 high-level administrators. The research instruments were documents analysis, questionnaire, and structured interview. The statistic to analyze the data were percentage, average value, and standard deviation. The conclusion, discussion and recommendations of this research are as follows:

Conclusion

The research in the guidelines to organizational management of Guangxi Higher vocational colleges. The researcher summarizes the conclusion into 3 parts, details as follows:

Part 1: the current situation of the organization management of Guangxi higher vocational colleges.

Part 2: the guideline to organizational management of Guangxi Higher vocational colleges.

Part 3: the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges

Part 1: the current situation of the organization management of Guangxi higher vocational colleges.

The current situation of the organization management of Guangxi higher vocational colleges In five aspects was atmedium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Organizational structure, followed by Organizational goals, and Organizational Culture was the lowest level.

The current situation of organizational goals in organizational management was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Administrators establish organizational goals that are specific and quantifiable to ensure that organizational members are clearly aware of their tasks and desired outcomes, followed by Administrators establish the organizational goals are challenging, Organizational goals should be challenging and can stimulate the enthusiasm and creativity of organizational members and administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization was the lowest level.

The current situation of organizational structure in organizational management was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Administrators develop assessment and incentive mechanism to improve employee participation and enthusiasm, followed by Administrators made a reasonable post allocation. clarify the responsibilities, authority and functions of the post, and provide corresponding personnel and administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on was the lowest level

The current situation of organizational power in organizational management was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Administrators play the important role of organizational power in the operation and development of the organization, and ensure the legal, fair, responsible and

transparent exercise of power, followed by administrators improve the organizational authorization and control mechanism to ensure the reasonable, legal, transparent and effective exercise of rights, and prevent the abuse, misuse or improper exercise of rights and administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power was the lowest level.

The current situation of organizational culture in organizational management was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators constructing organizational culture is generally recognized and followed by the members of the organization, followed by administrators standardize the behavior of employees, provide clear guidance and requirements for teachers and students, and create a positive cultural atmosphere and administrators focus on improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society. was the lowest level.

The current situation of organizational system in organizational management was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators standardize the management system to clarify the standards of reward and punishment mechanisms to commend outstanding employees, to punish violations and to create a positive working atmosphere, followed by administrators establish a scientific and fair evaluation system, encourage employees to work actively, improve the overall performance, and then to promote the sustainable development of the organization and administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards was the lowest level .

Part 2: the guideline to organizational management of Guangxi Higher vocational colleges.

The guideline to organizational management of Guangxi Higher vocational colleges in five aspects, which contain 40 measures. There are 8 measures for organizational goals, 7 measures for organizational structure, 9 measures for organizational power, 8 measures for organizational culture and 8 measures for organizational system.

1. The guideline to supporting organizational goals consisted of 8 measures as follows:

1) Define the organization's vision and mission, and ensure that its goals are aligned with the vision and mission.

2) Improve SMART goals (specific, measurable, achievable, relevant, and time-bound.)

3) Strengthen the setting of staff participation in organizational goals.

4) Improve the construction of a multi-level organizational target system.

5) Improve the organizational goal monitoring and evaluation mechanism.

6) Increase resources and help for organizational goals.

7) Align organizational goals with employees' personal development and career goals.

8) Improve the flexibility and suitability of goals to respond.

2. The guideline to ptimizing rganizational Structure consisted of 7measures as follows:

1) Strengthen the functions and responsibilities of all departments and posts.

2) Improve the organizational hierarchy and determine the management levels and their rights and responsibilities.

3) According to the needs of organizational development, improve each organization.

4) Improve the power structure and clarify the scope of functions and powers of each post.

5) Strengthen the establishment of cross-departmental collaboration mechanisms.

6) Strengthen informatization construction.

7) Strengthen the evaluation of the effectiveness and suitability of the organizational structure.

3. The guideline to enhancing Organizational power consisted of 9 measures as follows:

1) Improve the organizational power framework and clarify decision-making procedures and power limits.

2) Improve a transparent and open management and decision-making mechanism.

3) Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making.

4) Improve and establish an effective appeal mechanism and supervision mechanism.

5) Improve the mechanism of decentralization and checks and balances.

6) Strengthen the democratic participation of teachers and students in management and decision-making.

7) Improve the transparency and openness of management.

8) Promote equality of opportunities between teachers and students.

9) strengthen the training and education of laws, regulations and powers.

4. The guideline to optimizing Organizational Culture consisted of 8 measures as follows:

1) Establish core values and integrate them into all aspects of colleges .

2) Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society.

3) Strengthen the scientific research innovation and practical ability of teachers and students.

4) Strengthen communication and collaboration, promote teamwork.

5) Promote diversity and inclusion, respect individual differences.

6) Strengthen establish an efficient service system, provide quality services to teachers and students.

7) Respect academic freedom, encourage academic research and ideological exploration.

8) Strengthen evaluate the effectiveness of organizational culture construction.

5. The guideline to Supporting organizational system consisted of 8 measures as follows:

1) Improve the organizational structure and management system, clarify the responsibilities and authority.

2) Improve rules and regulations, standardize working procedures.

3) Strengthen the internal control mechanism, including audit supervision, risk management, etc.

4) Strengthen the establishment of information management system, realize information sharing and process automation.

5) Strengthen system learning and communication.

6) Improve the supervision and evaluation mechanism.

7) Strengthen the communication and teamwork among various departments.

8) Constantly optimize and improve the organizational system.

Part 3: the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges

The suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in five aspects were at highest level with the values between 4.00 and 5.00, which means the guidelines to organization management of Guangxi higher vocational colleges are suitability and feasibility. Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Supporting organizational system, followed by optimizing organizational culture , and enhancing organizational power was the lowest level. The highest level of feasibility was supporting organizational system , followed by optimizing organizational structure , and supporting organizational goals level and enhancing organizational power level are the lowest level.

The suitability of guidelines to Supporting Organizational goals was at highest level, the feasibility of guidelines to Supporting Organizational goals was at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Improve the organizational goal monitoring and evaluation mechanism to follow up on the progress of goals , followed by Improve the flexibility and suitability of goals to respond to changes in the environment, and Strengthen faculty and staff's participation in the process of organizational goal setting was the lowest level. The highest level of feasibility was Improve the flexibility and suitability of goals to respond to changes in the environment , followed by Further clarify the organizational vision and mission , and Improve the organizational goal monitoring and evaluation mechanism to follow up on the progress of goals are the lowest level .

The suitability of guidelines to optimizing organizational structure was at highest level , the feasibility of guidelines to optimizing organizational structure was at highest level .Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Strengthen informatization construction , followed by According to the needs of organizational development, improve each organization , and. Strengthen the establishment of cross-departmental collaboration mechanisms was the lowest level . The highest level of feasibility was Strengthen informatization construction, followed by Strengthen the evaluation of the effectiveness and suitability of the organizational structure , and Strengthen the establishment of cross-departmental collaboration mechanisms are the lowest level .

The suitability of guidelines to Enhancing Organizational power was at high level, the feasibility of guidelines to Enhancing Organizational power was at highest level .Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Improve the organizational power framework and clarify decision-making procedures and power limits, followed by Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making, and Promote equal opportunities was the lowest level. The highest level of feasibility

was Improve the mechanism of decentralization and checks and balances, followed by Improve the organizational power framework and clarify decision-making procedures and power limits, and Promote equality of opportunities between teachers and students.

The suitability of guidelines to optimizing organizational Coulture was at high level , the feasibility of optimizing organizational culture was at highest level .Considering the results of this research aspects ranged from the highest to lowest level were as follow: Strengthen the scientific research innovation and practical ability of teachers and students , followed by Strengthen evaluate the effectiveness of organizational culture construction, and Promote diversity and inclusion, respect individual differences was the lowest level . The highest level of feasibility was Respect academic freedom, encourage academic research and ideological exploration, followed by Strengthen evaluate the effectiveness of organizational culture construction, and Strengthen the scientific research innovation and practical ability of teachers and students are the lowest level.

The suitability of guidelines to supporting organizational system was at high level , the feasibility of supporting organizational system was at highest level .Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Constantly optimize and improve the organizational system, followed by Improve the supervision and evaluation mechanism , and Strengthen the communication and teamwork among various departments was the lowest level . The highest level of feasibility was Strengthen the establishment of information management system, realize information sharing and process automation, followed by Improve the supervision and evaluation mechanism , and Strengthen the communication and teamwork among various departments are the lowest level.

Discussion

The research in the guidelines to the organization management of Guangxi higher vocational colleges. The researcher summarizes the discussion into 3 parts, details as follows:

Part 1: the current situation of the organization management of Guangxi higher vocational colleges.

Part 2: the guideline to organizational management of Guangxi Higher vocational colleges.

Part 3: the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges.

Part 1: the current situation of the organization management of Guangxi higher vocational colleges.

The current situation of the organization management of Guangxi higher vocational colleges In five aspects was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Organizational structure, followed by Organizational goals, and Organizational Culture was the lowest level.

The current situation of internal organizational management in Guangxi vocational colleges is considered to be at a moderate level, with low overall management efficiency. There are other practical reasons, mainly reflected in the following four aspects:

1) Resource limitations: Due to policies and other reasons, many vocational colleges face limitations in terms of funding, human resources, and facilities.

2) Incomplete management system: Some vocational colleges have unclear organizational structures, opaque decision-making processes, and non-standard management processes, which affect the efficiency and effectiveness of management.

3) Talent loss: Vocational colleges face problems such as frequent turnover of faculty and staff, uneven quality of employees, which affects the stability and sustainability of organizational management.

4) Institutional issues: Some vocational colleges have institutional issues, such as unfairness or opacity in enrollment, teaching evaluation, and professional title promotion, leading to unfair and unreasonable organizational management.

The results obtained from the analysis indicate that there are still some measures needed to further promote and improve the internal organizational management of higher vocational colleges in Guangxi. Related to the concept o fXing Hui (2019, p31-39) and others carried out special research activities with the help of the "Research Group on the Current Situation of Higher Vocational Organizations", and conducted key interviews with relevant personnel who are engaged in or have been engaged in organizational personnel work. The investigation found that the organizational structure of higher vocational colleges lacks scientific It has been proved that there is a serious phenomenon of administrativeization; the construction of the charter is slow, and there is a problem of insufficient overall optimization; there is little change in the organizational structure, and it is difficult to improve governance capabilities. And related to the concept of Wu Aihua Yang Qiubo hao jie (2019,p.1-7) that "new engineering" construction is prompting the discipline of professional structure, management system, evaluation mechanism, personnel training mode of profound changes, the university educational philosophy, discipline structure, personnel training mechanism, organization mode of comprehensive reform put forward the urgent request, also will, will promote higher education deep change, and the construction of higher education power plays an important role in the journey. And related to the concept of Gary Hamel (2020, p.38-42) traditional organizational structures are often hierarchical and centralized, leading to slow decision-making and limited innovation. The goals of traditional organizations are often centered around profitability and growth, neglecting the creativity and participation of employees. In traditional organizations, power is concentrated in the hands of a few senior managers, leading to slow decision-making and hindered innovation. The authoritarian culture and standardized behavior in traditional organizations limit employee autonomy and innovation. In order to stand out in the fiercely competitive market, enterprises need to establish a people-oriented organizational culture, known as "humanistic organization". This new organizational model emphasizes empowering employees with

more power and responsibility, breaking down hierarchy and bureaucracy, and advocating equality and innovation. By stimulating the potential and creativity of employees, organizations can adapt to changes faster, operate more flexibly and efficiently. And related to the concept of Peter M. Senge (1990,p.56-60) traditional organizational structures are hierarchical and segregated, which limits information flow and cross departmental collaboration, making it difficult for organizations to adapt to rapidly changing environments. He advocates the establishment of a flatter and more flexible organizational structure, replacing traditional command and control structures through teamwork and collaboration, to enhance the suitability and innovation ability of the organization. The traditional organizational system is too standardized and rigid, which limits the innovation and autonomy of employees. He advocates re-examining and restructuring organizational systems to make them more flexible and adaptable to change, encouraging employee participation in decision-making and problem-solving processes, thereby stimulating the organization's innovation and learning abilities.

1. Organizational goals were at medium level, This is because the setting of organizational goals does not match the actual situation and resource conditions of the organization; Although managers have established specific and quantifiable organizational goals, there is a lack of effective evaluation and supervision mechanisms during the implementation process, resulting in insufficient achievement of the goals; The formulation and communication of organizational goals lack sufficient communication and consensus with employees, which is not challenging and cannot stimulate the enthusiasm and creativity of organizational members. Organizational goals cannot be changed according to the development of the college. Some higher vocational colleges have long adhered to the tradition and continuation of history, maintaining a relatively stable development model and target level. When society is changing, their innovation ability is insufficient. Based on the above reasons, higher vocational colleges in Guangxi are unable to achieve high-level organizational goal management. Related to the concept of Mhlanga et al. (2018, p.29-30) suggested that the meaningful prioritization of SDGs might be interpreted as a proxy for internal reflection and integration of the goals. Conversely, a superficial, unreasoned and unshared prioritization might be identified as cherry-picking, with organizations focusing

on unproblematic goals. And related to the concept of Forestier & Kim, 2020, p.23-28). Policy makers have to consider the goals as a whole, but goal prioritization may be appropriate when considering diverse contexts and capabilities This is especially important at the more concrete level of organizations. And related to the concept of Locke, E. A. & Latham, G. P. (2013, p.11-15) Goal Setting Theory: setting specific, measurable, challenging, and clear deadlines can significantly improve individual and organizational performance. This goal setting will stimulate individuals' efforts and motivation, prompting them to strive towards achieving their goals. He emphasized the importance of goals for individual and organizational performance. By setting clear goals, individuals and organizations can better concentrate, mobilize resources, and continuously improve work methods, thereby improving performance levels. It is believed that the elements of goal setting, including the specificity, difficulty level, acceptance, and feedback of the goal, are crucial for the effectiveness of goal setting and can affect an individual's level of acceptance and effort towards the goal. Believing that goal setting is an incentive mechanism that can stimulate an individual's internal and external motivation, driving them towards their goals.

2. Organizational structure was at medium level This is because although universities have established a stable organizational structure, clear division of labor, and formulated evaluation and incentive mechanisms, some higher vocational colleges are too bureaucratic and hierarchical, and decision-making needs to go through multi-level approval and coordination, resulting in low efficiency and lagging decision-making. The organizational structure of some higher vocational colleges is too rigid to adapt to the rapidly changing educational environment and social needs, and they are lack of innovation and flexibility. Secondly, due to the improvement of the organizational structure department, there is no sound functional structure, hierarchical structure, department structure, power structure, etc., resulting in information asymmetry and communication barriers between the secondary colleges and functional departments, power is too concentrated or dispersed and interest conflicts, leading to the interference and obstruction of decision-making, and affecting the overall effectiveness of the organization. Related to the concept of Yang Yuhao (2020, p.37-41) in the process of practice in universities, the integration of disciplines is

not only a knowledge system problem, and the practical difficulty but also lies in the rigidity of the organizational structure of colleges and the game between various interest groups, which eventually becomes the phenomenon of balanced rights. At present, the number of institutions and personnel in colleges and universities is getting larger and larger, and the functions of institutions are getting more and more detailed. The two significant consequences are: First, the department management is fine and the administrative affairs are complicated. Second, the ministry of forest, each tube a piece, the negotiation cost of administrative operation increases. And related to the concept of Qi XiaoSi (2018, p.85-90) into university internal governance structure problem, think the university responsibility in system implementation, the specific rules implementation deviation, school quality social evaluation mechanism is not sound, in terms of power operation face administrative power and academic power is not completely separated, academic committee related organization relationship is complicated, party leadership and the principal responsibility system, and so on and so forth. According to the theory of independent governance, he believes that in collective action, once the common goal is established, three main problems need to be solved: the supply of the new system, the credibility of commitment, and mutual supervision. This is important to avoid errors in decision-making and execution. It puts forward the four key points of improving the internal governance structure of colleges and universities: establishing advanced governance concepts, strengthening the system construction, ensuring the good use of the autonomy of running schools, and promoting the de-administration of academic affairs. And related to the concept of Zhang Kaifa (2017,p.102-106) concluded, due to the expansion of enrollment and the overall scale of colleges and universities, the traditional internal organization structure is more and more difficult to meet the needs of modern development, bloated, overlapping functions, academic power administrative substitution of the emergence of "disease", serious influence and hindered the reform process of colleges and universities. Further research shows that the current organizational structure of universities is highly administrative, the academic power is weakening, and the hierarchical system is increasingly solidified, which greatly hinders the construction of modern university system.

3. Organizational power was at medium level This is because: 1) Some university administrators pay attention to the construction of organizational power and improve the organizational authorization and control mechanism. However, the power of important matters is too concentrated, bureaucratic and decision-making difficulties, which cannot ensure that the organizational power is reasonable, legal, transparent and effective exercise of rights. 2) The lack of effective communication and cooperation mechanism among various departments in the university leads to poor information and difficult cooperation, which affects the work efficiency. 3) The low leadership level of some university managers leads to the low efficiency of organizational operation. 4) The rules and regulations of the organizational power framework are too rigid to flexibly adapt to the changing environment and needs, resulting in low management efficiency.5) Unreasonable allocation of resources leads to resource waste and low efficiency. Related to the concept of Zha Yongjun (2018, p.63-66) too many and too detailed functional departments first lead to the problem of differentiation and expansion of management authority. The intersection of power and conflict are inevitable, and "squeezing" and "pushing" also occur from time to time. As the main body of running colleges, grassroots organizations such as departments must face more functional departments, and the power space of their resource allocation will naturally be further squeezed. She believes that the factors that lead to the "sinking" of power are the lag of the college leaders and the functional department heads. The establishment and adjustment of the functional departments of colleges and universities are arbitrary, and the functional orientation is biased. The more fundamental reason lies in the system. The increase of the number of functional departments will produce the cumulative effect of power. And Related to the concept of Zhang Dexiang, Fang Huifeng (2017,p.29-34) the current secondary colleges are still regarded as the "production workshop" of the college, which lack the corresponding power and are the command objects of the college management department. Various instructions are gathered in the secondary colleges, and the secondary colleges are busy with coping. And Related to the concept of Liu Keli (2009) the right of allocating resources and other resources is too concentrated in the upper class, and the university almost has the power from enrollment to employment, from major setting

to discipline planning, from teacher employment to professional title evaluation, from college income to the allocation of funds. And Related to the concept of Mo Jiafeng (2014, p.58-65) the reality of excessive power concentration of power causes the lack of resource allocation rights for grassroots academic organizations such as departments, forming an "inverted pyramid" power structure.

4. Organizational Culture was at medium level This is because Guangxi higher vocational colleges to build organization culture is widely recognized, regulate the behavior of employees, provide teachers and students with clear guidance and requirements, create a positive cultural atmosphere, but in improving and cultivating members of the organization, organization internal technology and specification, organizational cohesion and centripetal force, students innovation incentive mechanism is not perfect, insufficient competitiveness, can not well adapt to the change of the environment. Therefore, the construction of organizational culture needs to be further improved. Related to Zhang Junchao and Lu Mengqi (2020,p.40-47) believe that due to technological and institutional changes, the inertia of organizational culture is stronger and the changes will be slower. With the continuous promotion of the separation reform of management, operation, and evaluation, the autonomy of higher education institutions is gradually increasing, social accountability is gradually strengthening, and inter college competition is becoming increasingly fierce. Universities must reflect on their organizational culture, overcome organizational inertia, and start from within, gradually integrating new structures, processes, beliefs, and values with the original culture, so that they can better adapt to and even guide the changing external environment. And Related to the concept of Zhang Baizhuoran (2020,p.148-150) a positive organizational culture is conducive to creating a vibrant and innovative atmosphere for its internal members, motivating them to constantly strive for self-improvement, self-development, and self motivation. When building the organizational culture of our college, it should be based on the premise of adapting to the social environment and promoting the survival and development of the college, so as to achieve dialectical unity between commonality and individuality, universality and particularity. And Related to the concept of Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021,p.*66*) organizational culture reinforces competitive advantage by

positively affecting knowledge sharing and organizational innovation in the organization. The effect of organizational culture on competitive advantage is stronger when it simultaneously affects knowledge sharing and organizational innovation.

5. Organizational system was at medium level This is because vocational colleges in Guangxi can establish an organizational system in line with the managements and development of the school, define the organizational structure and job responsibilities, and establish decision-making procedures and supervision mechanism to meet the basic management needs of the school. In the development, some problems still exist in the implementation and improvement of the system: the participation of teachers and students in the system reflects the needs of teachers and students; the institutional reward and punishment mechanism of the organization is not perfect, and the communication and coordination between various departments are insufficient, which cannot create a positive working atmosphere. The scientific and fair evaluation system of the school is not perfect, which can not improve the overall performance and affect the sustainable development of the organization. The rules and regulations of some schools are not systematic, holistic and scientific, including the imperfect articles of association, rules, procedures, methods and standards. Therefore, the organization system of organizing higher vocational colleges in Guangxi still needs to be further improved. Related to the concept of Wu Libao (2020, p.38-43) due to the management system of higher education, the centralized governance system of universities in China itself has certain institutional defects, which has led to the spread of the administrative trend of internal governance in universities. The collision between traditional efficiency dominated bureaucratic university governance and democratic participation dominated university governance has resulted in multiple institutional and cultural dilemmas in internal governance of universities. And Related to the concept of Li Guoqiang (2016, p.1-11) the problems exist in the internal organization system of Chinese universities: first, the various social relations between internal and external universities have not been fully streamlined; second, the lack of effective linkage mechanism among various departments within universities; third, the internal hierarchical management requires flat management and public governance. In his opinion, the internal quality assurance system construction of universities is not

systematic, integrated and scientific; the managers do not realize the importance of optimizing resource allocation and the development trend of system construction. It is proposed that in the future, Chinese universities should improve the construction of internal quality assurance system and achieve the goals of school development. And Related to the concept of Li Yawen (2024,p.241-243) The internal governance of universities needs to establish a set of standardized procedures and systems. Colleges and universities should abide by relevant laws, regulations and rules to ensure the legality and compliance of decision-making. Only by establishing a sound management system and rules, and clarifying the rights and responsibilities and codes of conduct of all parties, can we effectively standardize the internal operation and decision-making process of universities, and improve the governance efficiency and credibility.

Part 2: The guideline to organizational management of Guangxi Higher Vocational colleges

The researcher provided that there are five aspects and 40 measures to Enhance the guideline to organizational management of Guangxi higher vocational colleges. There are 8 measures for organizational goals, 7 measures for organizational structure, 9 measures for organizational power, 8 measures for organizational culture, and 8 measures for organizational system. The researchers found that there are many measures to promote the internal organizational management of higher vocational colleges in Guangxi.

1. The guide to supporting organizational goals. There are 8 guideline to supporting organizational goals, further clarifying the organizational vision and mission ; Improve SMART goals and ensure that the goals have SMART characteristics, which is specific, measurable, achievable, relevant, and time bound; Strengthening then culture and staff's participation in the process of organizational goal setting; Improve the construction of a multi-level organizational goal system; Improve the organizational goal monitoring and evaluation mechanism; Increase the provision of resources and support; Organizational goals are consistent with employee personal development; Improve the flexibility and suitability of goals. Related to the concept of Li Hongmei (2013, p.33-37) the strategy for promoting the construction of the quality assurance system for undergraduate talent cultivation within universities should cover five

aspects, including: full process coverage and rhythmic promotion; Process oriented design and rational goals; Standardization of evaluation and normalization of operation; Relying on networking and promoting informatization. And related to the concept of Shen Tianen and Richard Morris (2015, p.89-94) internal teaching quality assurance institutions in universities should construct elements of the assurance system, follow established construction models and a series of evaluation indicators, and comprehensively coordinate the input quality, process quality, and output quality in talent cultivation activities, achieving a relatively closed loop and complete assurance system of goals, investment, organization, monitoring, feedback, and improvement. And Related to the concept of Li Liguo (2018,p.66-72) the hierarchical system relies on rational organizational behavior, that is, maximizing the achievement of organizational goals, And Related to It may even sacrifice or reduce individual and group interests. In a perfect rational bureaucratic system, it is necessary to have a homogeneous employee group and a homogeneous organizational culture, in order to reduce conflicts, enhance consensus, and promote the achievement of organizational goals. And related to the concept of Xing Hui et al. (2019, p.31-39.) believe that the optimization of the governance structure of higher vocational colleges should strengthen the top-level design and establish a good institutional framework; govern the school according to the law and improve the internal system; organization; refine management and improve governance capabilities .

2. The guideline to optimizing organizational structure. There are 7 guideline to optimizing organizational structure, further strengthened by the construction of functions and responsibilities; Improve the hierarchical structure and determine clear management levels; Improve scientifically detailed settings; Improve the authority structure, clarify the scope; Strengthening the establishment of cross departmental collaboration mechanisms; Strengthening information construction; Strengthening evaluation and improvement and make timely adjustments and improvements. Related to the concept of Shi Jinghuan and Fan Wenyao (2008) argue that the management framework of the higher education system must encourage universities to achieve multiple development goals both individually and as a whole. The higher education system and its stakeholders must ensure that all aspects of

higher education can achieve quality, fairness, and efficiency. And Related to the concept of Guo Hang (2021,p.44-49) the reform of internal organizational structure in universities should establish a scientific and reasonable decision-making mechanism, weaken the administrative color, transform the internal governance methods of universities, reduce the impact of refinement, balance the power of all parties, and weaken the dispersed impact. And related to the concept of Tang Zhibin (2020, p32-35) believes that scientific concepts should lead the direction of governance modernization, optimize the governance structure of the system, organization and institution, realize the interactive development of higher vocational education system reform and governance capabilities, and gradually realize the modernization of Chinese higher vocational education governance. And related to the concept of Yang Yuhao (2020,p.37-41) based on the perspective of "interdisciplinary integration", found that the dilemma of disciplinary cooperation is more restricted by the administrative management structure of universities than the knowledge system, and concluded that the current management theory of universities is progressing slowly, and functional institutions tend to be decentralized and refined. Difficulties in collaboration among teaching and research institutions and complicated internal administrative affairs.

3. The guideline to Enhancing Organizational Power . There are 9 guidelines to enhancing organizational power, Improving the rights framework; Improve the transparent decision making mechanism; Strengthening the establishment of autonomous institutions and grant them a certificate of autonomy and decision making power; Improve the apparent and supervision mechanism; Improve the decentralization and checks and balances mechanism of power; Strengthening democratic participation; Promote the disclosure of college information; Promote equal opportunities and avoid discrimination and unfairness; Strengthening training and education. Related to the concept of Shen Yushun (2010, p. 27-30) the internal teaching quality assurance management structure in universities It should move from concentration at the college level to dispersion at the college level, that is, from high-level concentration to grassroots dispersion. And Related to the concept of Li Li (2019, p22-25) is urgent to delegate power to schools in accordance with the "Higher Education Law" and the requirements of "delegating regulation and service", so that

schools have full rights of resource control, resource allocation and resource use right. For Chinese universities, what is more important is to overcome the disadvantages of bureaucratic system, put an end to the abuse of administrative power and administrative power, and establish a new mechanism of interest consultation and effective governance of multiple subjects. The bureaucratic hierarchy has a certain inclusive and elastic space, which should allow the existence of informal groups and informal power, so that they can have the right to speak and express their interest demands. And Related to the concept of Xiao Ying (2014, p.88-10) power means coercive power, but the use and exercise of power are not always one-way. The weaker party can exert moral and emotional pressure on the more powerful party, thereby obtaining a certain degree of intangible power. And Related to the concept of Wang Chengrui et al. (2016) it is necessary to uphold the correct value orientation, governance should aim to achieve "good governance", and reflect the basic values of higher education governance, that is, to adhere to the maximization of social interests, academic supremacy, power constraints, democratic participation, matching and clarity of power and responsibility allocation, openness, transparency, and detailed governance rules

4. The guideline to Optimizing Organizational Culture. There are 8 guideline to optimizing organizational culture, further established core values and integrate them; Strengthening the assessment of role models; Strengthening innovation and practice; Strengthening communication and collaboration; Promote diversity and inclusion, respect individual differences; Strengthening service awareness; Respect academic freedom; Strengthening improvement and evaluation. Related to the concept of Li Liguo (2018, p.66-72) effectiveness and rationality are the foundation of university governance, which can not only improve the efficiency of university governance behavior, but also the values and cultural orientations that governance should follow. The existence of different organizational cultures determines different understandings of the same issue, and conflicts are inevitable. The key is how to resolve conflicts, enhance communication, strengthen mutual understanding, and promote the formation of a trust based organizational culture. Decision makers should try their best to help members understand organizational culture, reduce the incidence

of cultural conflicts, and Shaping common goals among members. And Related to the concept of Gamson (1968,p.123-127) to some extent, the success of an organization depends on the level of trust among its members, the intensity and persistence of conflicts, the shared value and benefits among its members, and the willingness to overcome certain self-interest for the organization. It also depends on the wisdom of leaders to effectively maintain college traditions and values. And Related to the concept of Wang zhanrui et al., (2016, p.38-40) Adhering to the correct value orientation, governance should aim to achieve "good governance" and reflect the basic values of higher education governance, namely, adhering to the maximization of social interests, academic supremacy, power constraints, democratic participation, matching and clarity of power and responsibility allocation, openness, transparency, and detailed governance rules.

5. The guideline to Supporting Organizational System. There are 8 guideline to optimizing organizational culture, Improve responsibilities and authorities; Improve formulate standardized rules and regulations; Strengthening the internal control mechanism; Strengthening information construction; Strengthening training and communication; Improve the supervision and evaluation mechanism; Strengthening team work and communication; Continuously optimize the organizational system. Related to the concept of Shen Tianen and Richard Morris (2015, p.57-61) suggest that the construction of internal teaching quality assurance systems in universities needs to be considered from three levels: firstly, the completeness of the system; The second is the soundness of the elements covered within the system; The third is the effectiveness of the flow mechanism between internal elements and the system; The fourth is the characteristic of the system. The completeness of the system involves both the ideas of system construction and the completeness of the construction of each link in the system. And Related to the concept of Li Liguo (2018, p.66-72) university governance should establish an efficient administrative system, focus on improving governance capabilities, and transform static governance structures into visible governance effectiveness. Governance must be based on legitimacy, and procedural and legitimacy must be adapted to specific contexts The current governance of universities in our country urgently needs to establish a governance

system based on legitimacy, clarify the rules, procedures, and standards of governance, not only to eliminate administrative abuse of power and administrative intervention in specific academic affairs, but also to prevent the spread of Chinese style social rules in the academic community, and truly achieve the rationality and legitimacy of governance in accordance with academic rules and institutional requirements. Culture can be defined as the ideas, thoughts, values, beliefs, expectations, attitudes, and assumptions shared by members of a social system. In the in-depth study of the internal organizational management guidelines for higher vocational education in Guangxi, researchers mainly cited literature related to organizational behavior. Experts have conducted extensive research on how to strengthen internal organizational management in universities, which has provided a solid theoretical basis for this article and verified the rationality and scientificity of the internal organizational management guidelines proposed in Guangxi higher vocational colleges. By analyzing the data from the interview results, the author found that the feasibility and suitability of the 40 indicators constructed in this study ordered the highest, further demonstrating the credibility and usefulness of this study.

Part 3: The suitability and feasibility of guideline to organizational management of Guangxi Higher Vocational colleges

The suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in five aspects were at highest level with the values between 4.00 and 5.00, which means the guidelines to organization management of Guangxi higher vocational colleges are suitability and feasibility. Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was Supporting organizational system, followed by optimizing organizational culture, and enhancing organizational power was the lowest level. The highest level of feasibility was organizational system, followed by optimizing organizational structure, and supporting organizational goals level and enhancing organizational power level are the lowest level.

1. The suitability of guideline to organizational management of Guangxi Higher Vocational colleges .Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of suitability was

Supporting organizational system, followed by optimizing organizational culture , and enhancing organizational power was the lowest level From research and data analysis, it can be concluded that improving the monitoring and evaluation mechanism for organizational goals, tracking the progress of goals, and making timely adjustments. Strengthen information construction, establish efficient information management systems and platforms, and improve the level of informatization in teaching, scientific research, management and other fields. Improve the framework of rights, establish clear rules, regulations, and policies, establish the rights and responsibilities of internal organizations, including the scope of power, decision-making procedures, and limitations of rights at all levels of organizations. Strengthen innovation and practice, enhance innovative thinking and practical spirit, create an atmosphere that encourages innovation, support teachers and students to participate in scientific research, projects, and entrepreneurial activities, and promote the innovative development of the college. Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, collect feedback, and continue to improve based on evaluation results to ensure that organizational culture continues to develop in a more positive and healthy direction. Improve rules and regulations, establish standardized rules and regulations, covering administrative management, teaching and research, student management, etc., standardize work processes and behavioral norms. Improve the supervision and evaluation mechanism, supervise and evaluate the implementation of the organizational system, promptly identify problems, and take improvement measures. These guidelines have the highest suitability and a high degree of compatibility with the current management system. The improvement of the target monitoring and evaluation mechanism proposed in the guidelines emphasizes tracking the progress of organizational goals and making timely adjustments, which helps to improve management flexibility and responsiveness, enabling organizations to better respond to changes and challenges. The strengthening of information technology construction and the establishment of efficient information management systems and platforms proposed in the guidelines can help improve the efficiency and quality of teaching, scientific research, management and other fields, making management decisions more scientific and accurate. The improvement of the

rights framework proposed in the guidelines, the formulation of clear rules, regulations, and policies, helps to establish clear rights and responsibilities within the internal organization, improve transparency and standardization of decision-making, and effectively prevent abuse of power and decision-making bias.

2. The feasibility of guideline to organizational management of Guangxi Higher Vocational colleges. Considering the results of this research aspects ranged from the highest to lowest level were as follow: The highest level of feasibility was supporting organizational system, followed by optimizing organizational structure , and supporting organizational goals level and enhancing organizational power level are the lowest level. From research and data analysis, it can be concluded that improving the flexibility and suitability of goals to cope with changes in the environment. Strengthen information construction, establish efficient information management systems and platforms, and improve the level of informatization in teaching, scientific research, management and other fields. Strengthen evaluation and improvement, regularly evaluate the effectiveness and suitability of organizational structure, and make timely adjustments and improvements. Respect academic freedom, encourage academic research and intellectual exploration, and create an open and free academic atmosphere. Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, collect feedback, and continue to improve based on evaluation results to ensure that organizational culture continues to develop in a more positive and healthy direction. Strengthen information construction, establish an information management system, achieve information sharing and process automation, and improve management efficiency and accuracy. These guidelines belong to the highest level in research and data analysis, indicating that improving target flexibility and adaptability, strengthening information construction, enhancing evaluation and improvement, respecting academic freedom, and strengthening information construction are of great significance for organizational development. These guidelines are not only theoretical assumptions, but also practical strategies validated by data, making them highly feasible. The guidelines are in line with the development needs of the organization. These guidelines are aimed at addressing the practical challenges faced by the organization, such as rapid

environmental changes, the arrival of the information age, and the need to update organizational structure and culture. Therefore, these policies are in line with the development needs of the organization and can effectively address practical problems, improve the organization's competitiveness and adaptability. The guidelines are supported by resources and technological conditions. In today's information age, the development of information technology provides good technical and resource support for the implementation of these guidelines. Establishing efficient information management systems and platforms, information sharing, and process automation can be achieved through advanced information technology, reducing implementation difficulty and improving feasibility. The guide takes into account the acceptance level and cultural atmosphere of faculty, emphasizes respecting academic freedom, encouraging innovative thinking, and creating a positive and healthy cultural atmosphere. These concepts and values are in line with the expectations and pursuits of faculty and staff, helping to improve their acceptance level, enhance internal cohesion and centripetal force within the organization, and ultimately enhance the feasibility of implementing these policies.

Recommendations

Implicitations

Based on interviews and data analysis, the researchers have proposed the following suggestions for the organizational management guidelines of higher vocational colleges in Guangxi:

1. Supporting Organizational Goals. Improve the monitoring and evaluation mechanism of organizational objectives, track the progress of targets and make timely adjustments. Clear goal setting process, establish a transparent, highly participatory target setting mechanism, set specific quantifiable goals, continuous tracking and monitoring the realization of the goal, through information technology to establish target management system, strengthen the cultivation of staff target consciousness, establish rewards and punishment mechanism, evaluation and adjust on a regular basis.

2. Optimizing Organizational Structure. Evaluate the existing organizational structure, understand the advantages and disadvantages of the existing structure, develop clear organizational structure goals and expectations, and design a new structure to meet the organizational needs according to the evaluation results and set goals. Reasonable establishment of functional departments, promote information exchange and decision-making efficiency, continuous monitoring and adjustment, establish an effective feedback mechanism, timely response to the attention and needs of employees, and promote the continuous optimization and progress of organizational structure.

3. Enhancing Organizational Power. Conduct a comprehensive review and evaluation of the current organizational power structure, understand the problems and deficiencies of the existing power structure, formulate a clear principle of distribution rights distribution, clarify the procedures and procedures for the exercise of power, and ensure the fairness, justice and legitimacy of the exercise of power. Strengthen the authorization and supervision of rights, and train the leading talents of the organization. Regularly evaluation and adjustment. Ensure that the distribution and exercise of power is in line with the actual situation of the organization, and can continue to promote the development and progress of the organization.

4.Optimizing Organizational Culture. Identification and clear organization cultural values, establish cultural shaping mechanism, strengthen the leadership and role model, create a positive working atmosphere, strengthen the internal communication channels and feedback mechanism, establish cultural rewards and punishment mechanism, continuous learning and improvement, establish cultural inheritance mechanism, inheriting and promote the organization excellent cultural tradition.

5. Supporting Organizational System. Clear orientation and development direction of college, review the existing system framework, system reform plan, establish system promotion mechanism, the implementation of the implementation of rules and regulations supervision mechanism, establish effective supervision system, strengthen the supervision and feedback of system implementation, find problems in time, and take effective measures to solve. Constantly improve and optimize the

system, and encourage employees to make suggestions and suggestions for improvement.

Future Research

It is suggested to conduct the research on the influence of university target management on the output of scientific research results, explore the supporting role of organizational structure in interdisciplinary integration and research, study the relationship between power management and leadership development; the relationship between university organizational culture and student development, and the implementation path and effect of university organizational system reform.

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Appendix

Appendix A

List of Specialists and Letters of Specialists Invitation for IOC Verification

Ref.No. MHESI 0643.14/599

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Xu Yanyu, Nanning Normal University

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline to Internal Organizational Management of Guangxi Higher Vocational Colleges"

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Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)
Dean of Graduate School

Bansomdejchaopraya Rajabhat University
Tel.+662-473-7000
www.bsru.ac.th

Ref.No. MHESI 0643.14/600

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Associate professor Dr. Ye Yanming Guangxi Vocational University of Agriculture

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Ref.No. MHESI 0643.14/601

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Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Associate professor Dr. Chen Dongxia, Guangxi Vocational University of Agriculture

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Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Associate professor Dr.Liu Xiyan, Guangxi Vocational University of Agriculture

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22 January 2024

RE: Invitation to validate research instrument

Dear Associate professor Dr. JiangYu, Shunde Vocational and Technical College

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Appendix B

Official Letter

Ref.No. MHESI 0643.14/599

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Thonburi Bangkok 10600

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Ref.No. MHESI 0643.14/582

Bansomdejchaopraya Rajabhat University
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Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Guangxi Mechanical and Electrical Vocational and Technical College

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline To Internal Organizational Management Of Guangxi Higher Vocational Colleges"

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Ref.No. MHESI 0643.14/583

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Liuzhou Vocational and Technical College

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline To Internal Organizational Management Of Guangxi Higher Vocational Colleges"

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Ref.No. MHESI 0643.14/584

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Nanning Vocational and Technical College

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Ref.No. MHESI 0643.14/585

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Dear President of Guangxi Vocational and Technical College

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Ref.No. MHESI 0643.14/589

Bansomdejchaopraya Rajabhat University
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Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Guangxi Electric Power Vocational and Technical College

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline To Internal Organizational Management Of Guangxi Higher Vocational Colleges"

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22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Guangxi Agricultural Vocational and Technical University

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline To Internal Organizational Management Of Guangxi Higher Vocational Colleges"

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Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Guangxi Construction Vocational and Technical College

Mrs.Wei Xueying is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guideline To Internal Organizational Management Of Guangxi Higher Vocational Colleges"

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Ref.No. MHESI 0643.14/592

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear President of Guangxi Water Conservancy and Electric Power Vocational and Technical College

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RE: Invitation to evaluate the guideline

Dear President of Guangxi Communications Vocational and Technical College

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RE: Invitation to evaluate the guideline

Dear President of Guangxi Industrial and Commercial Vocational and Technical College

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Dear President of Guangxi International Business Vocational and Technical College

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Appendix C

Research Instrument

1. Survey Questionnaire

Questionnaire on the Organizational Management of Guangxi Higher Vocational Colleges

Instructions:

In order to understand the current situation of the effectiveness of management teams in Guangxi colleges and universities to establish guidelines to improve management teams, the researcher consulted a large number of research literature and on the basis of previous studies, combined with this study, compiled and designed this questionnaire. The questionnaire consists of five parts.

The authenticity and completeness of the questionnaire data are important to the results of this study. Please read the questions carefully and choose the most appropriate choices. There is no right or wrong answer to these questions. Except in the "Basic Information" section, this questionnaire mainly uses a 5-point rating scale: 5 for indicating very agree, 4 for agree, 3 for indicating not necessarily, 2 for indicating disagree, and 1 for indicating very disagree. Your responses are critical to achieving this goal Research.

Thank you again for taking the time to participate in this survey for the development of strengthening the effectiveness of the University management team. This questionnaire is anonymous and the data collected will be used for academic research purposes only. It will not be used for commercial or any other purpose. Your answers will be aggregated and analyzed together with those of other respondents in strict confidence. Please feel free to answer all questions based on your actual situation and real thoughts. If you would like to receive a summary about the final study results, please provide your contact information or email, as well as we will provide feedback promptly after the study is completed. If you have any questions, please feel free to communicate with us.

Thanks again for your cooperation!

Part 1: Respondent Status (Personal Information)

1.Your place of work

☐ Guilin Aerospace Industry College

☐ Guangxi Mechanical and Electrical Vocational and Technical College

☐ Liuzhou Vocational and Technical College

☐ Nanning Vocational and Technical College

☐ Guangxi Vocational and Technical College

☐ Guangxi Electric Power Vocational and Technical College

☐ Guangxi Agricultural Vocational and Technical University

☐ Guangxi Construction Vocational and Technical College

☐ Guangxi Water Conservancy and Electric Power Vocational and Technical College

☐ Guangxi Communications Vocational and Technical College

☐ Guangxi Industrial and Commercial Vocational and Technical College

☐ Guangxi International Business Vocational and Technical College

2.Your gender

☐ Male

☐ Female

3. Your age

☐ 25-30 years old

☐ 31-35 years old

☐ 36-40 years old

☐ 41-45 years old

☐ 46-50 years old

☐ 51-60 years old

4. Your level of education

☐ Associate Degree and Others

☐ Bachelor's Degree

☐ Master's Degree

☐ Doctoral Degree

5. Your current professional title

☐ Junior and Other Titles

☐ Intermediate Title

☐ Associate Senior Title

☐ Full Professor

6. How many years of experience do you have in team management or participating in team management in universities?

☐ Within 5 years

☐ 5-10 years

☐ 11-15 years

☐ 16-20 years

☐ 21 + years

Part 2: Questionnaire

No.	Variable name	5	4	3	2	1
	Organizational goals (The first variable)					
1	Administrators take organizational goals as the direction and driving force of organizational development to guide its behavior and resource allocation in planning and decision-making.					
2	Administrators establish organizational goals that are specific and quantifiable to ensure that organizational members are clearly aware of their tasks and desired outcomes.					
3	Administrators establish organizational goals that are macro and abstract, which help to provide a clear direction and guidance for the organization.					
4	Administrators establish the organizational goals are clarity, and the organization members can clearly know the development direction and requirements of the organization.					
5	Administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization.					
6	Administrators establish the achievable organizational goals ,The expected goals can be achieved through the organization's efforts and resource input.					
7	Administrators establish the organizational goals are challenging., Organizational goals should be challenging and can stimulate the enthusiasm and creativity of organizational members.					

NO.	Variable name	5	4	3	2	1
	Organizational goals (The first variable)					
8	Administrators establish the organizational goals are time limit. The organization's goals have a clear time limit to ensure that the organization achieves the goals within the specified time limit.					
9	Administrators establish the organizational goals to guide the behavior and resource allocation of the organization.					
10	Administrators establish the organizational goals to improve the efficiency and performance of the organization.					
11	Administrators establish the organizational goals to enhance the cohesion and centripetal force of the organization.					

No.	Variable name	5	4	3	2	1
	Organizational structure (The second variable)					
1	Administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on.					
2	Administrators set a hierarchical relationship. According to the scale of the university, business characteristics and the ability of employees, Administrators set a reasonable organizational structure hierarchy, so as to realize the efficient operation and sustainable development of the organization.					
3	Administrators made a reasonable post allocation. clarify the responsibilities, authority and functions of the post, and provide corresponding personnel.					
4	Administrators rationally allocate and divide the powers between different levels and departments to improve the decision-making efficiency and execution of the organization.					
5	Administrators, divide the responsibilities of different departments and positions to ensure that the job responsibilities of each position is clear and accurately divided.					

No.	Variable name	5	4	3	2	1
	Organizational structure (The second variable)					
6	Administrators establisha sound information communication channel system to ensure the smooth flow and effective use of information, to improve work efficiency.					
7	Administrators establish a sound and effective decision-making mechanism to improve the quality and efficiency of decision-making, and to maintain flexibility and response speed in the face of complex and changing environments.					
8	Administrators rationally optimize the allocation of resources to improve work efficiency, to reduce costs, to enhance competitiveness, and to achieve long-term sustainable development.					
9	Administrators develop assessment and incentive mechanism to improve employee participation and enthusiasm.					
10	Administrators timely carry out organizational structure changes and adjustto optimize and innovate the internal structure of the organization, so as to achieve sustained and steady development.					
11	Administrators determine the division of labor and cooperation mode of each member in the organization to build an efficient, orderly and collaborative working environment, and to promote the sustainable development and innovation of the organization.					

NO.	Variable name	5	4	3	2	1
	Organizational power(The third variable)					
1	Administrators improve the organizational authorization and control mechanism to ensure the reasonable, legal, transparent and effective exercise of rights, and prevent the abuse, misuse or improper exercise of rights.					
2	Administrators play the important role of organizational rights in the operation and development of the organization, and ensure the legal, fair, responsible and transparent exercise of power.					
3	Administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power.					
4	Administrators formulate relevant management rules and regulationsand clarify the organizational structure, distribution of powers ,scope of authority and other forms of power.					
5	Administrators are good at using their personal influence and exercising their organizational rights, enhancing the cohesion and centripetal force of the team, and promoting the realization of organizational goals.					

No.	Variable name	5	4	3	2	1
	Organizational power(The third variable)					
6	Administrators make full use of their personal professional ability to help managers better perform their duties and achieve their organizational goals when exercising their organizational rights.					
7	Administrators use the resources of the organization When exercising the rights of the organization,such as human resources, material resources, technical resources, financial resources and information resources.					
8	Administrators clearly stipulate the powers of different levels and departments through the separation of power with their own functions and powers to ensure that different departments and levels can supervise and check each other.					
9	Administrators effectively implement the correspondence of rights and responsibilities and ensure that each member or department also assumes the corresponding responsibilities while exercising their power.					
10	Administrators according to the specific situation and needs of the organization, choose the centralization and decentralization of power to achieve the best decision-making effect and organizational performance.					
11	Administrators establish a sound power checks and balances mechanism to ensure that the organizational power is not abused and to ensure the legal, fair and efficient operation of power.					

No.	Variable name	5	4	3	2	1
	Organizational culture (The fourth variable)					
1	Administrators build a clear and shaped positive value system for the organization, guide members to make correct decisions and actions, enhance the cohesion and centripetal force of the organization, and stimulate the enthusiasm and creation of members.					
2	Administrators pay attention to the cultivation of group consciousness of teachers and studentsso that the organization forms a strong cohesion and centripetal force, and achieves higher goals and development.					
3	Administrators standardize the behavior of employees, provide clear guidance and requirements for teachers and students, and create a positive cultural atmosphere.					
4	Administrators build a unified organizational thinking mode which provides common thinking and action principles for the organization members, and promotes the stable and sustainable development of the organization.					
5	Administrators attach great importance to the construction and management of organizational culture in the long-term practice, and cultivate and carry forward the positive organizational culture.					
6	Administrators constructing organizational culture is generally recognized and followed by the members of the organization.					

No.	Variable name	5	4	3	2	1
	Organizational culture (The fourth variable)					
7	Administrators take the organizational image and organizational logo as an important part of the construction of organizational culture to promote the long-term development of the organization.					
8	Administrators create a positive and dynamic working environment for the staff and stimulate their creativity and potential.					
9	Administrators constantly improve and optimize the technology and norms within the organization in the work, and create a dynamic, innovative and competitive technical working atmosphere.					
10	Administrators actively build clear, positive values and beliefs to stimulate the potential of members, enhance the competitiveness of the organization and achieve sustainable development.					
11	Administrators improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society.					
12	Administrators attach importance to the cultivation and communication of the sense of mission, so that they can become a powerful driving force to promote the organization to move forward, stimulate the internal motivation of employees, gather people's hearts, and form common goals and values.					

No.	Variable name	5	4	3	2	1
	Organizational system (The fifth variable)					
1	Administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards.					
2	Administrators build an efficient, orderly and dynamic organizational systemin order to achieve the educational goals.					
3	Administrators develop organizational systems effectively standardizes the internal organizational structure, responsibilities, work process and code of conduct.					
4	Administrators construct and implement the legal effect and administrative binding force of the organizationto ensure the legitimacy and effectiveness of the organizational system and provide a solid guarantee for the long-term and stable development of the organization.					
5	Administrators build a stable, efficient and flexible organizational structure to provide strong support for the long-term and stable development of the organization.					
6	Administrators clarify job responsibilities at all levels, standardize work processes and improve work efficiency by standardizing management systems.					
7	Administrators restrict behavioral norms by setting up organizational systemsto ensure the order, fairness and efficiency of the organization.					

NO.	Variable name	5	4	3	2	1
	Organizational system (The fifth variable)					
8	Administrators establish a scientific and fair evaluation system, encourage employees to work actively, improve the overall performance, and then to promote the sustainable development of the organization.					
9	Administrators standardize the management system to clarify the standards of reward and punishment mechanisms to commend outstanding employees, to punish violationsand to create a positive working atmosphere.					
10	Administrators establish and improve the supervision and inspection mechanism to provide the basic compliance of supervision , effectively improving the governance level and comprehensive competitiveness of the organization.					
11	Administrators revise the system to improve work efficiency and productivity and to ensure the timeliness and applicability of the system according to the actual situation and needs.					
12	Administrators establish an effective organizational management system to help employee sense of belonging and work enthusiasm, and thereby promote the sustainable development of the organization.					

2. Interview Outline

Interview outline of guideline to organizational management of Guangxi higher vocational colleges

Instructions:

The intervi ewees in this study are 12 senior administrators of Higher vocational colleges in Guangxi . The qualifications of the interviewees are as follows: 1) At least 5 years of work experience as senior administrator in Higher vocational colleges; 2) Having rich experience in organizational management; 3) graduated with master's degree or above.

Part 1: Respondent Status (Personal Information)

1. Name (Interviewee):
2. Position:
3. university:
4. Date of Interview:
5. Length of interview:

Part 2: Interview outline

content	question
Organizational goals	What is your opinion about administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization? How about your suggestion for organizational goals?
Organizational structure	What is your opinion about administrators build and improve the organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on?How about your suggestion for organizational structure?
Organizational power	What is your opinion about administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power? How about your suggestion for organizational power?
Organizational Culture	What is your opinion about administrators improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society? How about your suggestion for organizational Culture?
Organizational system	What is your opinion about administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards.? How about your suggestion for organizational system?

3. Interview Records

1. Interview record

What is your opinion about administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization? How about your suggestion for organizational goals?

Interviewee 1

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Clear goals: Goals should be clear, specific, and can be quantified and measured.

2. Alignment of organizational goals with vision and mission: Organizational goals should be aligned with the organization's vision and mission to ensure a consistent overall direction.

3. Quantifiable organizational goals: The goal is translated into quantifiable indicators and specific performance indicators so that the degree of achievement of the goal can be measured and evaluated.

Do the feasibility analysis of organizational goals: ensure that the goals are feasible, whether it is feasible in technology, resources or time.

5. Keep pace with educational development needs and environmental changes: Objectives should take into account educational development needs and environmental changes in order to adapt to changing conditions.

As for the organizational goals of building and developing higher vocational colleges, I would like to make several suggestions:

1. Clear vision and mission: Ensure that the goals are consistent with the vision and mission of the organization. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

2 Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

3. Incentives and rewards: Create incentives and rewards for achieving goals to motivate employees and their efforts. Incentives and rewards can be economic or non-economic, such as recognition, commendation, etc.

Interviewee 2

In my opinion, to ensure the rationality of organizational goals, we should do the following:

1. The goals of the organization should be challenging, but achievable to motivate the team.

2. Allow the target to be adjusted and amended during execution to adapt to changing circumstances.

3. Goals should be aligned with the employee's personal development and career goals, helping to increase employee engagement and loyalty.

4. Goals should be easy to understand and communicate so that everyone involved can understand and work towards them.

5. The achievement of goals should produce measurable results that can be evaluated and monitored.

For the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Clear vision and mission: Ensure that the goals are consistent with the vision and mission of the organization. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

2. Make goals SMART: Make sure they are SMART -- Specific, Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

3 Communicate and participate: Ensure extensive communication and participation in the goal setting process. Employee involvement can increase their sense of participation and responsibility, thus improving the efficiency of the implementation of goals and employee engagement.

4 Prioritize: Rank goals according to their importance and urgency to effectively allocate resources.

Interviewee 3

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Target and resource matching: to ensure that the organization has the necessary resources to achieve the goal, including capital, manpower and technology.

2. Establish a multi-level goal system: Establish a multi-level goal system, so that departments and individuals at all levels of the organization have clear tasks and responsibilities.

3. With flexibility and suitability: the goal should have a certain degree of flexibility and suitability to respond to changes in the external environment and the market.

4. Quantifiable results: The achievement of goals should be able to produce quantifiable results for evaluation and monitoring.

5. Set up accountability and reward and punishment mechanisms: Set up clear responsibility and reward and punishment mechanisms to motivate employees to actively participate in the achievement of goals.

6. Ensure synergy in organizational goals: Goals should encourage teamwork and collaboration, not competition.

For the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Feedback mechanism: Establish a feedback mechanism for continuous evaluation and improvement of goals.

2. Employee development: includes goals related to employee training, skill development and career development.

3. Establish relevance: Ensure that there is relevance and alignment between goals at all levels. The goals of the various departments and teams of the organization should support and relate to each other in order to achieve the overall organizational goals.

4 Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

Interviewee 4

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Make sure that the goals are achievable and match with the resources, ability and environment of the organization. Goals that are too high or unrealistic may cause employees to lose motivation and even trigger frustration.

2. Goals should be aligned with the employee's personal development and career goals and help increase employee engagement and loyalty.

3. All faculty and staff should be involved in the goal-setting process to enhance employee identification and commitment to the goals.

4. Establish effective supervision and feedback mechanism to identify and correct problems in the implementation of goals in a timely manner.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

Make them SMART. Make sure they are Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

2 suitability: Make sure the goals are flexible and adaptable, taking into account changes in the external environment.

3. Prioritization: Set clear priorities to ensure the proper allocation of resources and energy.

4. Challenge: Set challenging goals to stimulate the enthusiasm and creativity of members.

Interviewee 5

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Flexibility and suitability: Reasonable goals should have certain flexibility and suitability to cope with the changes and uncertainties of the external environment. Sometimes it is necessary to adjust goals or adopt new strategies to adapt to changes and challenges, so as to maintain the feasibility of achieving goals.

2. Risk assessment: To assess and plan for the possible risks to the achievement of the goals.

3. Goals are set in line with employees' interests and development, such as providing employees with training and development opportunities to improve their ability and motivation to achieve goals.

4. Social Responsibility: Goals should take into account the social responsibility and sustainability of the organization.

As for the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Provide resources and support: Ensure that the organization provides the necessary resources and support to achieve its goals. This may include financial resources, human resources, technical support, etc.

2 Be specific: Make sure the goal is clear and clear and easy to understand and communicate.

3. Measurable: Make sure that goals can be measured and evaluated by specific indicators or criteria.

4. Establish monitoring and evaluation mechanisms: Establish effective monitoring and evaluation mechanisms to track the progress of goals and make timely adjustments. Regularly evaluate the achievement of goals and take necessary actions based on the evaluation results.

Interviewee 6

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Establish measurable goals: Set specific, measurable, achievable, relevant and time-bound goals (SMAR).

2. Innovation and change: Encourage innovation and change to make goals more forward-looking and competitive.

3. Resource optimization: The optimal use of resources should be considered when setting goals to maximize efficiency and effectiveness.

For the organizational goals of the construction and development of higher vocational colleges, I have several suggestions:

1. Continuous improvement: The implementation of the goal is not a one-time, but a process of continuous improvement. Organizations should constantly learn and reflect, draw lessons from experience, and constantly improve the methods and mechanisms for setting and implementing goals.

Continuous learning: Encourage a culture of continuous learning and improvement to improve the organization's goals over time.

2. Employee well-being: Consider the impact of goals on employee well-being and work-life balance.

3. Long-term perspective: Balance short-term goals with long-term strategic goals to ensure sustainable growth.

Interviewee 7

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Ensure that the goals of the organization are clear and clear, and each member can understand and invest in them. The goals should be specific and unambiguous, and avoid ambiguous statements.

2 Translate goals into quantifiable indicators and specific performance indicators to be able to measure and evaluate how well they are being achieved.

3. Objectives should take into account the competitive situation in the market to ensure that the organization maintains an edge over the competition.

4. Establish an effective tracking and evaluation mechanism to monitor the implementation of the objectives in a timely manner, and summarize and reflect on them for continuous improvement.

For the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

Make them SMART. Make sure they are Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

2 Clarify vision and mission: Make sure the goals are aligned with the organization's vision and mission. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

3 Social Responsibility: Take into account the social responsibility of the organization and incorporate it into the goal setting process.

4. Mission alignment: Ensure goals are aligned with the organization's mission and objectives.

Interviewee 8

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Accessibility: To ensure that the goals set are achievable and match the resources, capabilities and environment of the organization. Goals that are too high or unrealistic can cause employee demotivation and even trigger frustration.

2. Challenging: The goal should be challenging enough to stimulate the potential and creativity of the employee, prompting them to constantly improve and improve.

3. Alignment with vision: The organization's goals should be aligned with its vision and long-term strategy. Ensuring that goals are met helps achieve the long-term vision of the organization and moves the organization in the direction set.

4. Match resources: Make sure the organization has the resources it needs to achieve its goals, including money, people, and technology.

5. Flexibility: The organization's goals should be flexible enough to adapt to changes in the external environment and the market. Adjust and revise the objectives in time to adapt to the changing environment.

For the organizational goals of building and developing higher vocational colleges, I have a few suggestions:

1. Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

2 Communicate and engage: Ensure extensive communication and engagement during the goal setting process. Employee involvement can increase their sense of participation and responsibility, thus improving the efficiency of the implementation of goals and employee engagement.

3. Establish relevance: Ensure that there is relevance and alignment between goals at all levels. The goals of the various departments and teams of the organization should support and relate to each other in order to achieve the overall organizational goals.

4 Long-term sustainability: Consider the long-term impact of the goals on the viability and success of the organization.

5. Incentives and rewards: Create incentives and rewards for achieving goals to motivate employees and their efforts. Incentives and rewards can be economic or non-economic, such as recognition, commendation, etc.

Interviewee 9

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. In the process of formulating goals, employees at all levels should be involved to ensure that the formulation of goals is based on the consensus and participation of all employees, and enhance the sense of belonging and responsibility of employees.

2. The organization's goals should be flexible enough to adapt to changes in the external environment and the market. Adjust and revise the objectives in time to adapt to the changing environment.

3 Combine short and long term goals: Setting both long term and short term goals ensures that the organization is able to consistently achieve short term results and maintain momentum and direction while achieving its long term vision.

4. Match with resources: Ensure that the organization has the resources it needs to achieve its goals, including financial, human and technical resources.

For the organizational goal of building and developing higher vocational colleges, I have several suggestions:

1. Intelligent criteria: Ensure that the goals are specific, measurable, achievable, relevant and time-bound.

2. Establish monitoring and evaluation mechanisms: Establish effective monitoring and evaluation mechanisms to track the progress of goals and make timely adjustments. Regularly evaluate the achievement of goals and take necessary actions based on the evaluation results.

3 Communicate and participate: Ensure extensive communication and participation in the goal setting process. Employee involvement can increase their sense of participation and responsibility, thus improving the efficiency of the implementation of goals and employee engagement.

4. Cost control: Set cost control targets to improve financial performance and profitability.

5. Learning and development: Encourage the organization to learn and continuously improve in order to adapt to changing circumstances and market needs.

Interviewee 10

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. The goals should be clear, specific, and can be quantified and measured.

2. Alignment with vision and mission: Organizational goals should be aligned with the organization's vision and mission to ensure a consistent overall direction.

3. Regularly evaluate and review the achievement of the goals, timely adjust and improve the way and content of goal setting, and ensure the rationality and effectiveness of the goals.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

1. Strategic focus: Setting goals that are aligned with the organization's long-term strategic plan.

2. Provide resources and support: Ensure that the organization provides the necessary resources and support to achieve its goals. This may include financial resources, human resources, technical support, etc.

3 Continuous improvement: The implementation of goals is not a one-time event, but a process of continuous improvement. Organizations should constantly learn and reflect, draw lessons from experience, and constantly improve the methods and mechanisms for setting and implementing goals.

4 Stakeholder engagement: Involve key stakeholders in the goal-setting process to ensure buy-in and support.

5. Innovation: Encourage the achievement of goals that promote innovation and creativity within the organization.

Interviewee 11

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Resource allocation: Effectively allocate resources (financial, human and material) to support the realization of objectives.

2. Risk assessment: Identify potential risks and challenges associated with each objective and develop mitigation strategies.

3. Environmental sustainability: Consider the environmental impact of the organization's objectives and promote sustainability initiatives.

4. Involve employees in the development of organizational goals so that they are in the interest of the faculty at large.

As for the organizational goals of the construction and development of higher vocational colleges, I have several suggestions:

1. Clear vision and mission: Ensure that the goals are consistent with the vision and mission of the organization. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

2. Ethical Standards: Ensure that the goals are aligned with ethical principles and corporate values.

3. Sustainability: Include objectives related to environmental sustainability and social responsibility.

4. Teamwork: Promote goals that promote teamwork, collaboration and knowledge sharing.

5. Communication and participation: Ensure extensive communication and participation in the goal setting process. Employee involvement can increase their sense of participation and responsibility, thus improving the efficiency of the implementation of goals and employee engagement.

Interviewee 12

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Combination of long and short term: it is necessary to set both long-term goals and short-term goals to ensure that the organization can continuously achieve short-term results and maintain momentum and direction of progress while realizing long-term vision.

2. Measurable goals: Set specific, measurable, achievable, relevant, and time-bound goals (SMART).

3. Evaluation and review: Conduct regular evaluation and review of the realization of organizational goals, timely adjust and improve the way and content of goal setting, and ensure the rationality and effectiveness of goals.

4. The establishment of organizational goals and resources matching: to ensure that the organization has the necessary resources to achieve the goals, including capital, manpower and technology.

5. Multi-level goal system: Establish a multi-level goal system, so that departments and individuals at all levels of the organization have clear tasks and responsibilities.

As for the organizational goals of the construction and development of higher vocational colleges, I have several suggestions:

1. Establish relevance: Ensure that there is relevance and consistency between the goals at all levels. The goals of the various departments and teams of the organization should support and relate to each other to achieve the overall organizational goals.

2 Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

3 Continuous improvement: The implementation of goals is not a one-time event, but a process of continuous improvement. Organizations should constantly learn and reflect, draw lessons from experience, and constantly improve the methods and mechanisms for setting and implementing goals.

4. Incentives and rewards: Set up incentive and reward mechanisms for achieving goals to motivate employees' enthusiasm and efforts.

Interviewee 13

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. In the process of formulating goals, employees at all levels should be involved to ensure that the formulation of goals is based on the consensus and participation of all employees, and enhance the sense of belonging and responsibility of employees.

2. The organization's goals should be flexible enough to adapt to changes in the external environment and market. Adjust and revise the objectives in time to adapt to the changing environment.

3. Quantifiable results: The achievement of goals should be able to produce measurable results that can be evaluated and monitored.

5. Long-term and short-term balance: When setting goals, the long-term and short-term balance should be taken into account to ensure the continuous development of the organization.

For organizational goals, my suggestions are:

1. Smart criteria: Make sure the goals are specific, measurable, achievable, relevant, and time-bound.

2. Feedback mechanism: Establish a feedback mechanism for continuous evaluation and improvement of goals.

3. Employee development: includes goals related to employee training, skill development and career development.

4. Continuous improvement: The implementation of goals is not a one-time event, but a process of continuous improvement. Organizations should constantly learn and reflect, draw lessons from experience, and constantly improve the methods and mechanisms for setting and implementing goals.

Interviewee 14

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Introduce employees to participate in the goal-setting process to improve their sense of identity and input to the goals.

2. Ensure that the goals set are achievable and appropriate to the organization's resources, capabilities, and environment. Goals that are too high or unrealistic may cause employees to lose motivation and even trigger frustration.

3. Challenging: The goal should be challenging enough to stimulate the potential and creativity of the employee, prompting them to constantly improve and improve.

4. Alignment with vision: The organization's goals should be aligned with its vision and long-term strategy. Ensuring that goals are met helps achieve the long-term vision of the organization and moves the organization in the direction set.

5 Establish effective monitoring and feedback mechanisms to identify and correct problems in the implementation of goals in a timely manner.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

1. Accountability: Assign responsibility for each goal and hold individuals or teams accountable for their accomplishments.

2. Communication: Communicate goals clearly to people at all levels of the organization to ensure alignment and understanding.

3. Cost control: Set cost control goals to improve financial performance and profitability.

4. suitability: Taking into account changes in the external environment, ensure that the target has a certain degree of flexibility and suitability.

5. Prioritization: Set clear priorities to ensure the proper allocation of resources and energy.

6. Engagement: Encourage members to participate in the goal-setting process and increase their input and commitment.

Interviewee 15

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Long-term and short-term balance: when setting goals, we should take into account the long-term and short-term balance to ensure the sustainable development of the organization.

2. Flexibility: The organization's goals should have some flexibility and be able to adapt to changes in the external environment and market. Adjust and revise the objectives in time to adapt to the changing environment.

3. Integrate stakeholder views: Consider and integrate stakeholder views and needs to ensure that the objectives are in the overall interest.

4. Feasibility analysis: To ensure that the objectives are feasible, whether in terms of technology, resources or time.

For the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Clear vision and mission: Ensure that the goals are consistent with the vision and mission of the organization. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

2 Social Responsibility: Take into account the social responsibility of the organization and incorporate it into the goal setting process.

3. Innovation: Encourage the achievement of goals that promote innovation and creativity within the organization.

4. Long-term sustainability: Consider the long-term impact of objectives on the viability and success of the organization.

5. Establish relevance: Ensure that there is relevance and alignment between the objectives at all levels. The goals of the various departments and teams of the organization should support and relate to each other in order to achieve the overall organizational goals.

6 Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

Interviewee 16

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarity: To ensure that the goals of the organization are clear and clear, and each member can understand and invest in them. The goals should be specific and unambiguous, and avoid equivocal statements.

2 Establish effective monitoring and feedback mechanisms to identify and correct problems in the implementation of goals in a timely manner.

3. Alignment with vision: The organization's goals should be aligned with its vision and long-term strategy. Ensuring that goals are met helps achieve the long-term vision of the organization and moves the organization in the direction set.

4. Engagement: Employees at all levels should be involved in the goal setting process, ensuring that the goal setting is based on consensus and participation of all employees, and enhancing employees' sense of belonging and responsibility.

As for the organizational goals of the construction and development of higher vocational colleges, I have several suggestions:

Make them SMART. Make sure they are Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

2.. Communication and participation: Ensure extensive communication and participation in the goal setting process. Employee involvement increases their sense of participation and responsibility, which in turn increases efficiency in the implementation of goals and employee engagement.

3 Benchmarking: Comparing organizational goals to industry standards and best practices.

4. Accountability: Assign responsibility for each goal and hold individuals or teams accountable for their accomplishments.

5. Communication: Communicate goals clearly to people at all levels of the organization to ensure alignment and understanding.

Interviewee 17

In my opinion, to ensure the rationality of the organizational goals of Guangxi higher vocational colleges, we need to do the following:

1. Feedback mechanism: Establish an effective feedback mechanism to obtain feedback from employees, customers and other stakeholders for continuous improvement in goal setting and implementation.

2. Innovation and change: Encourage innovation and change to make goals more forward-looking and competitive.

3. Clarity: Ensure that the objectives of the organization are clear, clear, and understood and invested by every member. The goals should be specific and unambiguous, and avoid equivocal statements.

4 Be quantifiable: Translate goals into quantifiable indicators and specific performance indicators to be able to measure and evaluate how well they are being achieved.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

1. Clear vision and mission: Ensure that the goals are consistent with the vision and mission of the organization. This helps ensure that the direction of the goals is aligned with the organization's long-term development goals.

2 Provide resources and support: Ensure that the organization provides the necessary resources and support to achieve its goals. This may include financial resources, human resources, technical support, etc.

3 Employee Development: Includes goals related to employee training, skill development, and career development.

4. suitability: Taking into account changes in the external environment, ensure that the goals have a certain degree of flexibility and suitability.

Interviewee 18

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Establish a multi-level target system, so that departments and individuals at all levels of the organization have clear tasks and responsibilities.

2. Objectives should have certain flexibility and suitability to respond to changes in the external environment and market.

3. Organizational goals should be aligned with the organization's vision and mission to ensure a consistent overall direction.

4. The achievement of the objectives should be able to produce quantifiable results that can be evaluated and monitored.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

1. Employee development: Provide development opportunities and training for employees to enhance their ability and motivation.

2. Teamwork: Promote teamwork and working together to achieve common goals.

3. Transparency: Ensure that the goal-setting process is transparent and open, known and understood by members.

4. Smart standards: Ensure that goals are specific, measurable, achievable, relevant and time-bound.

5. Feedback mechanism: Establish a feedback mechanism for continuous evaluation and improvement of goals.

Interviewee 19

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Match with resources: ensure that the organization has the necessary resources to achieve its goals, including capital, manpower and technology.

2. Clearly define goals: Goals should be clear, specific, and can be quantified and measured.

3. Quantifiable results: The achievement of goals should be able to produce measurable results that can be evaluated and monitored.

4. Objectives are aligned with the interests of the faculty and staff.

As for the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Mission alignment: Ensure that the goals are consistent with the mission and objectives of the organization.

2. Establish relevance: Ensure that there is relevance and alignment between objectives at all levels. The goals of the various departments and teams of the organization should support and relate to each other in order to achieve the overall organizational goals.

3 Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

4. Stakeholder engagement: Involve key stakeholders in the goal-setting process to ensure buy-in and support.

5. Staff development: Includes goals related to staff training, skills development and career development.

Interviewee 20

In my opinion, in order to guarantee the rationality of organizational goals of Guangxi higher vocational colleges, the following points should be achieved:

1. It is necessary to set both long-term goals and short-term goals to ensure that the organization can continuously achieve short-term results and maintain the momentum and direction of progress while realizing the long-term vision.

2. Measurable goals: Set goals that are specific, measurable, achievable, relevant and time-bound.

3. The process and content of goal setting should be transparently communicated to all interested parties, both inside and outside the organization, to ensure that all parties understand the importance of the goals and how to achieve them.

4. Regularly assess and review the achievement of goals, timely adjust and improve the way and content of goal setting, and ensure the rationality and effectiveness of goals.

For the organizational goals of the construction and development of higher vocational colleges, I have several suggestions:

1. Stakeholder engagement: Involve key stakeholders in the goal-setting process to ensure support and support.

2. Staff development: Includes goals related to staff training, skills development and career development.

3. Engagement: Encourage members to participate in the goal-setting process to increase their input and commitment.

4. Align with values: Ensure goals are aligned with the core values and culture of the organization.

5. Communicate with stakeholders: Share goals with internal and external stakeholders for support and feedback.

6. Reward mechanisms: Create incentives to reward members who contribute to the achievement of goals.

Interviewee 21

In my opinion, in order to achieve the rationality of the organizational goals of Guangxi higher vocational colleges, the following points should be achieved:

1. The realization of the goals should be able to produce quantifiable results, so as to facilitate evaluation and supervision.

2. Goals should have some flexibility and suitability to respond to changes in the external environment and the market

3. Goals should be oriented to the satisfaction and needs of teachers and students in order to provide better products and services.

4. Concreteness: Reasonable goals should be specific and clear, not vague or abstract. This helps ensure that all parties involved are able to understand the meaning of the goal and the desired outcome, and increases the efficiency of execution.

5. Timeliness: Reasonable goals should have a clear time frame or deadline. This can help add a sense of urgency to the goal and motivate the organization and employees to take action and focus on achieving the goal.

For the organizational goal of building and developing higher vocational colleges, I would like to make several suggestions:

1.Make them SMART. Make sure they are Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

2 Provide resources and support: Ensure that the organization provides the necessary resources and support to achieve its goals. This may include financial resources, human resources, technical support, etc.

3 Cultural diversity: Include goals to promote diversity, equity, and inclusion within the organization.

4. Strategic Partnerships: Include the goal of forming strategic partnerships or alliances with other organizations.

5. Establish monitoring and evaluation mechanisms: Establish effective monitoring and evaluation mechanisms to track the progress of goals and make timely adjustments. Regularly assess the achievement of the goals and take necessary actions based on the evaluation results.

6. Provide resources and support: Ensure that the organization provides the necessary resources and support to achieve its goals. This may include financial resources, human resources, technical support, etc.

Interviewee 22

In my opinion, in order to achieve the rationality of the organizational goals of Guangxi higher vocational colleges, the following points should be achieved:

1. Strategic fit: aligning goals with the overall strategic direction of the organization.

2. Stakeholder engagement: Involve key stakeholders in the goal-setting process to ensure their buy-in and support.

3. Regular review and evaluation: Ongoing review and evaluation of organizational goals to ensure they remain relevant and achievable.

4. And communication: Sound goal setting and implementation processes should be participatory and open to communication. This means extensive communication and cooperation with relevant parties inside and outside the organization to ensure consensus and support for the goals and improve the success rate of achieving the goals.

5. Flexibility and suitability: Reasonable goals should have some flexibility and suitability to cope with changes and uncertainties in the external environment. Sometimes it is necessary to adjust goals or adopt new strategies to adapt to changes and challenges in order to maintain the feasibility of achieving goals.

For the organizational goals of building and developing higher vocational colleges, I would like to make the following suggestions:

1. Clarity: Make sure the goals are clear and clear, easy to understand and communicate.

2. Measurability: Ensure that goals can be measured and evaluated by specific indicators or criteria.

3. Strategic: Ensure that the objectives are aligned with the long-term strategic objectives of the organization.

4. Social responsibility: Taking into account the social responsibility of the organization and incorporating it into the goal setting process.

5. Communication and participation: Ensure extensive communication and participation in the goal setting process. Employee involvement can increase their sense of participation and responsibility, thus improving the efficiency of the implementation of goals and employee engagement.

6. Continuous improvement: The implementation of goals is not a one-time event, but a process of continuous improvement. Organizations should constantly learn and reflect, draw lessons from experience, and constantly improve the methods and mechanisms for setting and implementing goals.

Interviewee 23

In my opinion, in order to ensure the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Be consistent with mission and values: Ensure that the goals of the organization are consistent with the mission and core values of the organization.

2. The organization's goals should safeguard the interests and development of employees: provide employees with training and development opportunities to improve their ability and motivation to achieve their goals.

3. Social Responsibility: Objectives should take into account the social responsibility and sustainability of the organization.

4. Quantifiable: The goal is translated into quantifiable indicators and specific performance indicators so that the degree of achievement of the goal can be measured and assessed.

For the organizational goals of building and developing higher vocational colleges, I have several suggestions:

1. Break down into specific tasks: Break down big goals into smaller, more specific tasks or milestones. This helps make goals more manageable and achievable, and provides employees with clear direction to work on.

2 Establish monitoring and evaluation mechanisms: Establish effective monitoring and evaluation mechanisms to track the progress of goals and make timely adjustments.

3. Regularly evaluate the achievement of goals and take necessary actions based on the evaluation results.

4. Social Responsibility: Take into account the social responsibility of the organization and incorporate it into the goal setting process.

5. Adapt to new technologies: actively apply new technologies and tools to improve efficiency and effectiveness.

6. Smart standards: Ensure that goals are specific, measurable, achievable, relevant and time-bound.

7. Feedback mechanism: Establish a feedback mechanism for continuous evaluation and improvement of goals.

Interviewee 24

In my opinion, in order to guarantee the rationality of the organizational objectives of Guangxi higher vocational colleges, the following points should be achieved:

1. Accessibility: To ensure that the goals set are achievable and match the resources, capabilities and environment of the organization. Goals that are too high or unrealistic can cause employee demotivation and even trigger frustration.

2 Align with the vision: An organization's goals should align with its vision and long-term strategy. Ensuring that the goals are met helps achieve the long-term vision of the organization.

3. Quantifiable results: The achievement of goals should result in measurable results that can be evaluated and monitored.

4. Concreteness: Reasonable goals should be specific and clear, not vague or abstract.

5. Timeliness: Reasonable goals should have a clear time frame or deadline. This can help add a sense of urgency to the goal and motivate the organization and employees to take action and focus on achieving the goal.

For the organizational goal of building and developing higher vocational colleges, I would like to make several suggestions:

Make them SMART. Make sure they are Measurable, Achievable, Relevant and Time-bound. This helps ensure that the goals are clear, actionable and easy to evaluate.

2 Team work: Promote teamwork and working together to achieve common goals.

3. Transparency: Ensure that the goal-setting process is transparent and open, known and understood by members.

4. Social responsibility: Take into account the social responsibility of the organization and incorporate it into the goal setting process.

5. Innovation: Encourage innovation and new thinking to find new solutions and opportunities.

Feedback mechanism: Establish effective feedback mechanism, collect opinions and suggestions, and constantly improve goals and plans.

6. Mission alignment: Ensure goals are aligned with the organization's mission and objective

2.What is your opinion about administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on? How about your suggestion for organizational structure?

Interviewee 1

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

2. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

3. Flexible functional Settings: Set up flexible functional departments within the organization to respond to external environment and market changes.

4. Continuous optimization of functions: Regularly evaluate the functional structure, adjust and optimize according to the development of the organization and business needs.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team collaboration and efficiency.

3. Power and responsibility matching and authority transparency: Establish a mechanism of power and responsibility matching to ensure the consistency of decision-making rights and responsibilities, while clarifying everyone's authority and scope of authority.

4. Clear mission and vision: Clarify the mission and vision of the organization and ensure that all members understand and are committed to achieving them.

5. Optimize the organizational structure: Review and adjust the organizational structure to ensure that it is aligned with strategic objectives and can operate efficiently.

Interviewee 2

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Set up departments reasonably: according to the business needs and the development stage of the organization, set up departments scientifically to ensure that all work is carried out in an orderly manner.

2. Clarify functions and responsibilities: Each functional department should clarify its scope of responsibilities and work tasks to avoid overlap and confusion.

3. Detailed division of functions: Divide large functions into small, specific tasks to improve work efficiency and execution.

4. Inter-departmental cooperation mechanism: Establish an inter-departmental cooperation mechanism to solve inter-departmental affairs coordination and cooperation problems, and promote information sharing and team cooperation.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Power and responsibility matching, power transparency: Establish a mechanism of power and responsibility matching to ensure the consistency of decision-making rights and responsibilities, while clarifying the authority and scope of authority of each person.

3. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to external environment and market changes, and maintain the competitiveness of the organization.

4. Clear responsibilities and authority: Establish the responsibilities and authority of each department and position to avoid confusion and conflict.

5. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

Interviewee 3

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clear division of authority structure: define the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

2. Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism to promote information sharing and team cooperation and improve work efficiency.

3. Clear management level: Establish management level, clarify the relationship between rights and responsibilities, avoid power imbalance and decision-making lag, suggest reducing management levels, improve decision-making efficiency and execution speed.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Power and responsibility matching, transparent authority: establish a mechanism of power and responsibility matching, ensure the consistency of decision-making power and responsibility, and clarify each person's authority and scope of authority.

2. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to external environment and market changes, and maintain the competitiveness of the organization.

3. Flat management levels: reduce management levels as much as possible to improve decision-making efficiency and execution speed.

4. Strengthen information construction: Promote information construction, establish an efficient information management system and platform, and improve the information level in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

Interviewee 4

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Establish a clear hierarchy structure: determine a clear management level to ensure clear powers and responsibilities, smooth information flow and efficient decision-making.

2. Regular evaluation and adjustment: Regularly evaluate the organizational structure, adjust and optimize it according to the actual situation, and maintain the flexibility and suitability of the organizational structure.

3. Clear division of authority structure: clarify the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

4. Establish communication channels between leaders and employees: Establish smooth communication channels between leaders and employees, and timely understand the demands and feedback of employees.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

4. Training leaders and teams: focus on cultivating and developing excellent leaders and teams, enhance the leadership and executive power of the organization, and promote the optimization and improvement of the organizational structure.

Interviewee 5

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Strengthen the core department: strengthen the construction of the core department and improve its contribution to the overall goal of the organization.

Integrated 2. Support departments: Integrate similar support departments to avoid waste of resources and repeated investment.

3. Continuous learning and improvement: actively learn management theories and practical experience, constantly improve and perfect the organizational structure, and adapt to changes in the external environment.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team collaboration and efficiency

3. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

4. Establish welfare system: Establish a sound employee welfare system to improve employee satisfaction and loyalty.

Encourage innovation: Encourage employees to put forward new ideas and methods to promote the innovation and development of the organization.

Interviewee 6

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Cultivate leadership level: cultivate and select excellent leaders, improve management level and team cohesion.

2. Continuous learning and improvement: actively learn management theories and practical experience, constantly improve and perfect the organizational structure, and adapt to changes in the external environment.

3. Setting of innovation department: Setting up innovation department or R&D center to promote innovation and technological progress of the organization.

4. Optimization of human resources department: The human resources department should pay attention to staff training and development to improve the overall quality of the organization.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear division of labor and responsibilities: Make clear division of each department and post to ensure that everyone knows their duties and tasks.

2. Power and responsibility matching and transparency of authority: Establish a mechanism for power and responsibility matching to ensure the consistency of decision-making rights and responsibilities, while clarifying the authority and scope of authority of each person.

3. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

Interviewee 7

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Inter-departmental cooperation mechanism: Establish inter-departmental cooperation mechanism, solve inter-departmental affairs coordination and cooperation problems, and promote information sharing and team cooperation.

2. Flat management: reduce management levels and improve decision-making efficiency and execution speed.

3. Clear management level: Establish management level, clarify the relationship between power and responsibility, avoid power imbalance and decision-making lag.

4. Adapt to business development: Set up corresponding departments according to the needs of business development, and ensure that each business field has a special department.

5. Clear terms of reference: establish the terms of reference and authority of each post to avoid management confusion caused by unclear powers and responsibilities.

6. Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism to promote information sharing and team cooperation and improve work efficiency.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Flexibility and suitability: Establish a flexible organizational structure, which can adjust to the external environment and market changes at any time, and maintain the competitiveness of the organization.

2. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate the enthusiasm and creativity of employees, improve work motivation and performance.

3. Emphasize customer orientation: take customer as the center, constantly improve customer experience and enhance customer loyalty.

4. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

Interviewee 8

In my opinion, in order to build a sound organizational structure, Guangxi higher vocational colleges need to do the following:

1. Regular evaluation and adjustment: Regularly evaluate the organizational structure, adjust and optimize it according to the actual situation, and maintain the flexibility and suitability of the organizational structure.

2. Clear terms of reference: establish the terms of reference and authority of each post to avoid management confusion caused by unclear rights and responsibilities.

3. Equal emphasis on authorization and supervision: at the same time of authorization, an effective supervision mechanism should be established to ensure that the power is not abused.

4. Hierarchical authorization: Delegating power step by step to increase the management autonomy of departments and employees.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Clear division of labor and responsibilities: Each department and position is clearly divided to ensure that everyone knows their responsibilities and tasks.

3. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team cooperation and efficiency.

4. Establish feedback mechanism: establish employee feedback channels to timely understand employee needs and opinions.

Interviewee 9

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

2. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

3. Establish decision standards: Formulate clear decision standards and processes to guide employees to make decisions and actions.

4. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Strengthen supply chain management: Optimize supply chain management to ensure supply chain efficiency and stability.

2. Establish crisis management mechanism: establish crisis response plan and improve emergency response capacity.

3. Continuous improvement: Continuously evaluate and improve the organizational structure and operating mechanism to adapt to market changes.

4. Flexibility and suitability: Establish a flexible organizational structure, which can adjust to the external environment and market changes at any time, and maintain the competitiveness of the organization.

5. Continuous evaluation and improvement: regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

Interviewee 10

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clear division of authority structure: define the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

2. Establish an information sharing platform: Establish an information sharing platform to promote information exchange and knowledge sharing among departments.

3. Organize regular meetings: hold regular department meetings or all-staff meetings to timely convey important information and decisions.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Clear division of labor and responsibilities: Each department and position is clearly divided to ensure that everyone knows their responsibilities and tasks.

3. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team cooperation and efficiency.

4. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate the enthusiasm and creativity of employees, improve work motivation and performance.

5. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

Interviewee 11

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Set up departments reasonably: according to the business needs and the development stage of the organization, set up departments scientifically to ensure that all work is carried out in an orderly manner.

2. Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism to solve problems and contradictions in cross-departmental cooperation.

3. Strengthen team building: Organize team building activities to enhance team cohesion and cooperation awareness.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1.Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism, promote information sharing and team cooperation, and improve work efficiency.

2. Clarify functions and responsibilities: Ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

3. Reasonable establishment of departments: According to business needs and organizational development stage, scientific establishment of departments to ensure the orderly development of all work.

4. Clear division of authority structure: clarify the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1.Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan that conforms to the actual situation.

2. Detailed functional division of labor: divide large functions into small, specific tasks to improve work efficiency and execution.

3. Inter-departmental cooperation mechanism: Establish an inter-departmental cooperation mechanism to solve inter-departmental affairs coordination and cooperation problems, and promote information sharing and team cooperation.

4. Flexible functional Settings: Set up flexible functional departments within the organization to respond to changes in the external environment and market.

5. Continuous optimization of functions: Regularly evaluate the functional structure, adjust and optimize according to the development of the organization and business needs.

Interviewee 12

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

2. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

3. Establish a performance evaluation system: Establish a scientific performance evaluation system, and motivate and reward according to the results of performance evaluation.

4. Encourage innovation and contribution: give additional incentives and rewards to employees with outstanding innovation and contribution.

5. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team collaboration and efficiency.

2. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

3. Power and responsibility matching, transparent authority: establish a mechanism of power and responsibility matching to ensure the consistency of decision-making rights and responsibilities, while clarifying the authority and scope of authority of each person.

4. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to external environment and market changes, and maintain the competitiveness of the organization.

5. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate the enthusiasm and creativity of employees, improve work motivation and performance.

Interviewee 13

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Set up departments reasonably: according to the business needs and the development stage of the organization, set up departments scientifically to ensure that all work is carried out in an orderly manner.

2. Clear division of authority structure: define the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

3. Continuous learning and training: Provide continuous learning and training opportunities for employees to improve their professional quality and comprehensive ability.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Power and responsibility matching, transparent authority: establish a mechanism of power and responsibility matching, ensure the consistency of decision-making power and responsibility, and clarify each person's authority and scope of authority.

2. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate the enthusiasm and creativity of employees, improve work motivation and performance.

3. Strengthen information construction: Promote information construction, establish an efficient information management system and platform, and improve the information level in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

4. Employee participation in decision-making: Encourage employees to participate in organizational decision-making to improve employee participation and responsibility.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear division of labor and clear responsibilities: Each department and post are clearly divided to ensure that everyone knows their responsibilities and tasks.

2. Establish an effective communication mechanism: ensure smooth internal communication, timely transmission and sharing of information, and promote team cooperation and efficiency.

3. Power and responsibility matching and authority transparency: Establish a mechanism of power and responsibility matching to ensure the consistency of decision-making rights and responsibilities, while clarifying everyone's authority and scope of authority.

Interviewee 14

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Set up departments reasonably: according to the business needs and the development stage of the organization, set up departments scientifically to ensure that all work is carried out in an orderly manner.

2. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

3. Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism to promote information sharing and team cooperation and improve work efficiency.

4. Regular evaluation and adjustment: Regularly evaluate the organizational structure, adjust and optimize it according to the actual situation, and maintain the flexibility and suitability of the organizational structure.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Establish an effective communication mechanism: ensure smooth internal communication, timely transfer and sharing of information, and promote team cooperation and efficiency.

2. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate the enthusiasm and creativity of employees, improve work motivation and performance.

3. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

Interviewee 15

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: Each functional department should clarify its scope of responsibilities and work tasks to avoid overlap and confusion.

2. Flat management: reduce management levels and improve decision-making efficiency and execution speed.

3. Adapt to business development: Set up corresponding departments according to the needs of business development, and ensure that each business field has a special department.

4. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Power and responsibility matching, transparent authority: establish a mechanism of power and responsibility matching, ensure the consistency of decision-making power and responsibility, and clarify each person's authority and scope of authority.

2. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to external environment and market changes, and maintain the competitiveness of the organization.

3. Define mission and vision: Define the mission and vision of the organization and ensure that all members understand and are committed to achieving them.

4. Set strategic goals: Develop specific, measurable strategic goals to guide the organization's direction and plan of action.

5. Optimize the organizational structure: Review and adjust the organizational structure to ensure that it is in line with the strategic objectives and can operate efficiently.

Interviewee 16

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: Each functional department should clarify its scope of responsibilities and work tasks to avoid overlap and confusion.

2. Optimization of human resources department: Human resources department should pay attention to staff training and development to improve the overall quality of the organization.

3. Clear terms of reference: establish the terms of reference and authority of each post to avoid management confusion caused by unclear rights and responsibilities.

4. Information sharing platform: Establish an information sharing platform to promote information exchange and knowledge sharing among departments.

5. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research and management. This will help improve the management efficiency and service level of colleges and universities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Incentive and reward mechanism: Establish incentive and reward mechanism to stimulate employees' enthusiasm and creativity, improve work motivation and performance.

2. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to external environment and market changes, and maintain the competitiveness of the organization.

3. Clear responsibilities and authority: Establish the responsibilities and authority of each department and position to avoid confusion and conflict.

4. Promote team cooperation: Encourage team cooperation and establish cross-departmental collaboration mechanism to improve work efficiency and innovation ability.

5. Establish communication mechanism: Establish smooth internal communication channels to promote information sharing and employee participation.

Interviewee 17

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Detailed functional division of labor: divide large functions into small, specific tasks to improve work efficiency and execution.

2. Reasonable setting of departments: According to the business needs and the development stage of the organization, the scientific setting of departments to ensure the orderly development of all work.

3. Strengthen core departments: Strengthen the construction of core departments and improve their contribution to the overall goals of the organization.

4. Clear division of authority structure: define the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Flatten management levels: reduce management levels as much as possible to improve decision-making efficiency and execution speed.

3. Establish a performance evaluation system: Establish an objective and fair performance evaluation system to motivate employees to improve their work performance.

Interviewee 18

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clarify functions and responsibilities: ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

2. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

3. Define clear authority structure: Define the scope of authority of managers and employees at all levels to avoid authority conflict and unclear authority and responsibility.

4. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear organizational goals and strategic planning: establish a clear organizational mission, vision and core values, and formulate a long-term strategic plan in line with the actual situation.

2. Clear division of labor and responsibilities: Each department and position is clearly divided to ensure that everyone knows their responsibilities and tasks.

3. Continuous training and development: Provide continuous training and development opportunities to enhance the skills and career development of employees.

4. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the

level of information technology in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

Interviewee 19

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clear management level: Establish management level, clarify the relationship between power and responsibility, avoid power imbalance and decision-making lag.

2. Flexible functional Settings: Set up flexible functional departments within the organization to respond to changes in the external environment and market.

3. Continuous optimization of functions: Regularly evaluate the functional structure, adjust and optimize according to the development of the organization and business needs.

4. Establish a collaboration mechanism: Establish a cross-departmental collaboration mechanism to promote information sharing and team cooperation and improve work efficiency.

5. Establish a clear hierarchical structure: determine a clear management level to ensure clear rights and responsibilities, smooth information flow and efficient decision-making.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Continuous evaluation and improvement: Regular evaluation of the effectiveness and suitability of the organizational structure, timely adjustment and improvement to ensure the healthy development of the organizational structure.

2. Flexibility and suitability: Establish a flexible organizational structure, which can be adjusted at any time to adapt to the external environment and market changes, and maintain the competitiveness of the organization.

Establish a risk management mechanism: establish a risk identification and management mechanism to reduce the impact of potential risks on the organization.

Interviewee 20

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Clear scope of authority: establish the scope of authority and authority of each post to avoid confusion of management caused by unclear powers and responsibilities.

5. Equal emphasis on authorization and supervision: While delegating authority, an effective supervision mechanism should be established to ensure that power is not abused.

6. Regular evaluation and adjustment: Regularly evaluate the organizational structure, adjust and optimize it according to the actual situation, and maintain the flexibility and suitability of the organizational structure.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clarify roles and responsibilities: Define the roles and responsibilities of each department and post, and ensure that the responsibilities between departments are clear to avoid conflicts and duplication. This will help improve the operational efficiency and management effectiveness of the university.

2. Set up departments reasonably: according to business needs and organizational development stage, set up departments scientifically to ensure that all work is carried out in an orderly manner.

3. Interdisciplinary cooperation: Encourage interdisciplinary cooperation and exchange, establish interdisciplinary research centers or projects, and promote knowledge exchange and innovation cooperation among different disciplines. This will help promote the development of academic research and innovation in universities.

4. Optimize management levels: Reduce management levels and adopt a flat management structure to improve management efficiency and decision-making speed. Reducing layers can also reduce bureaucracy and improve work flexibility.

Interviewee 21

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Hierarchical authorization: Delegating power step by step to increase the management autonomy of departments and employees.

2. Clear authority structure: Define the scope of authority of managers and employees at all levels to avoid conflicts of authority and unclear powers and responsibilities.

3. Establish decision standards: Formulate clear decision standards and processes to guide employees to make decisions and actions.

4. Establish an information sharing platform: Establish an information sharing platform to promote information exchange and knowledge sharing among departments.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Flexibility and suitability: Establish a flexible organizational structure, which can adjust to the external environment and market changes at any time, and maintain the competitiveness of the organization.

2. Training leaders and teams: focus on training and developing excellent leaders and teams, enhance the leadership and executive power of the organization, and promote the optimization and improvement of the organizational structure.

3. Promote digital transformation: actively promote digital transformation, establish an efficient information management system and platform, realize digital information sharing, improve operational efficiency and innovation ability.

4. Encourage employees to participate in decision-making: Encourage employees to participate in organizational decision-making and improve employee participation and responsibility.

Interviewee 22

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Reasonable establishment of departments: According to business needs and organizational development stage, scientific establishment of departments to ensure the orderly development of all work.

2. Hierarchical authorization: Delegating power step by step to increase the management autonomy of departments and employees.

3. Establish decision standards: Formulate clear decision standards and processes to guide employees to make decisions and actions.

4. Establish an information sharing platform: Establish an information sharing platform to promote information exchange and knowledge sharing among departments.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Power and responsibility matching, transparent authority: establish a mechanism of power and responsibility matching, ensure the consistency of decision-making power and responsibility, and clarify each person's authority and scope of authority.

2. Establish a collaboration mechanism: establish a cross-departmental collaboration mechanism, promote information sharing and team cooperation, and improve work efficiency.

3. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

Interviewee 23

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Establish a clear hierarchy structure: determine a clear management level to ensure clear powers and responsibilities, smooth information flow and efficient decision-making.

2. Establish a performance evaluation system: Establish a scientific performance evaluation system, and motivate and reward according to the results of performance evaluation.

3. Strengthen information construction: Promote information construction, establish efficient information management systems and platforms, and improve the level of information in teaching, scientific research, management and other aspects. This will help improve the management efficiency and service level of colleges and universities.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Establish an effective communication mechanism: ensure smooth internal communication, timely transfer and sharing of information, and promote team cooperation and efficiency.

2. Continuous evaluation and improvement: Regularly evaluate the effectiveness and suitability of the organizational structure, and make timely adjustments and improvements to ensure the healthy development of the organizational structure.

3. Set strategic goals: Develop specific and measurable strategic goals to guide the organization's development direction and action plan.

4. Optimize the organizational structure: Review and adjust the organizational structure to ensure that it is in line with the strategic objectives and can operate efficiently.

Interviewee 24

In my opinion, in order to construct a perfect organizational structure of Guangxi higher vocational colleges, the following points should be achieved:

1. Adapt to business development: Set up corresponding departments according to the needs of business development, and ensure that each business field has a special department.

2. Clear terms of reference: establish the terms of reference and authority of each post to avoid management confusion caused by unclear powers and responsibilities.

3. Equal emphasis on authorization and supervision: at the same time of authorization, an effective supervision mechanism should be established to ensure that the power is not abused.

4. Clarify functions and responsibilities: Ensure that the responsibilities of each department and post are clear and clear, avoid duplication and omissions, and improve work efficiency.

5. Cultivate leadership level: Cultivate and select excellent leaders, improve management level and team cohesion.

My suggestions for optimizing the organization of higher vocational colleges in Guangxi are as follows:

1. Clear division of labor and responsibilities: Make clear division of each department and post to ensure that everyone knows their duties and tasks.

2. Training leaders and teams: Focus on cultivating and developing excellent leaders and teams, enhance the leadership and executive power of the organization, and promote the optimization and improvement of the organizational structure.

3. Optimize the organizational structure: review and adjust the organizational structure to ensure that it is in line with strategic objectives and can operate efficiently.

4. Flatten management levels: Reduce management levels as much as possible to improve decision-making efficiency and speed of execution.

3. What is your opinion about administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power? How about your suggestion for organizational power?

Interviewee 1

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish a clear legal framework and internal rules and regulations: ensure that the exercise of power by colleges and universities is subject to clear legal constraints and internal provisions, including relevant laws, statutes, rules and regulations.

2. Establish an independent supervisory body or committee, which is responsible for supervising the exercise process of the university's power, ensuring that it is legal, fair and transparent, and can independently investigate and deal with abuses of power.

3. Establish a clear scope of authority to ensure that the scope of authority of each department and individual is clearly defined and cannot be exercised beyond its authority.

4. Establish a fair competition mechanism to ensure fair and just recruitment, promotion, reward and other processes, and avoid cronyism or corruption.

5. Strengthen supervision and review of the exercise of power: Establish an independent supervisory body responsible for monitoring and reviewing the exercise of power.

As for strengthening organizational power, my personal suggestions are as follows:

1. Establish a power framework: Formulate clear laws and policies to establish the rights and responsibilities of the internal organization, including the scope of authority, decision-making procedures and power limits of the organization at all levels.

2. Establish self-governing institutions: Encourage and support the establishment of internal organizations such as student self-governing organizations and faculty and staff representative conferences, and endow them with certain autonomous rights and decision-making powers.

3.Strengthen internal supervision: Establish an independent internal supervision body to supervise the behavior of the school management and organizations at all levels.

4. Strengthen information disclosure: Make public information about important decisions and financial status of the school to enhance transparency and supervision.

5. Promote democratic decision-making mechanism: Implement democratic decision-making on major matters, solicit opinions from teachers and students extensively, and enhance the legitimacy and transparency of decision-making.

Interviewee 2

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Establish a clear scope of authority: Ensure that the scope of authority of each department and individual is clearly defined and cannot be exercised beyond the scope of authority.

2. Implement power decentralization and checks and balances to avoid too much concentration of power in the hands of an individual or a few people.

3. Establish a sound information disclosure system to publicize the decision-making process and results within universities in a timely manner.

4. Establish a strict reward and punishment system, giving rewards to outstanding performers and punishing violators to form a positive incentive mechanism.

5. Strengthen the legal, moral, management and other aspects of the power exercisers to improve their quality and ability.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Clearly define the rights and obligations of students, faculty, staff and management to ensure that their rights are not infringed.

2. Define the scope of powers and responsibilities of organizations at all levels to avoid confusion and conflicts caused by unclear powers and responsibilities.

3. Establish a democratic decision-making mechanism, including the election of representatives and the holding of meetings to discuss important affairs, and promote the participation of teachers and students in organizational management and decision-making.

4. Ensure that the exercise of organizational power is open and transparent.

Interviewee 3

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility, transparency, etc., to prevent the abuse of power and the concentration of power. The following should be done:

1. Ensure that the exercise of all the powers of the university organization is in accordance with the national legal framework and the statutes, rules and regulations of the university.

2. Make democratic decisions on major issues, solicit opinions from teachers and students extensively, and enhance the legitimacy and transparency of decisions.

3. Ensure that the scope of power of each department and individual is clearly defined and cannot be exercised beyond its jurisdiction.

4. Establish effective communication channels so that faculty, staff and students can effectively communicate and interact with university management, keep abreast of university affairs, and put forward opinions and suggestions.

5. Establish a code of conduct and ethics for university members to regulate their behavior, prevent abuse of power and misconduct, and punish violations of the rules.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Ensure that the exercise of the power of the university complies with the provisions of the national law and the university charter, and shall not violate the law or exceed the authority.

2. Develop transparent decision-making procedures to ensure that the decision-making procedures of universities are open and transparent, including the decision-making process, participants and basis.

3. Regularly evaluate the construction and implementation of organizational rights, listen to the opinions and suggestions of teachers and students, and timely adjust and improve relevant systems and mechanisms.

Interviewee 4

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish a clear legal framework and internal rules and regulations.

2. Ensure that the power structure is transparent and that the distribution of power is fair to avoid excessive concentration of power in the hands of a few.

3.Delegate power to the right level, give subordinates sufficient autonomy and responsibility, and promote innovation and flexibility within the organization.

4. Ensure that authority and responsibility are matched, and that those who exercise authority are held accountable for their actions and decisions, avoiding abuse of power or evasion of responsibility.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish the rights and responsibilities of the internal organization, including the scope of authority, decision-making procedures and power limits of the organization at all levels.

2. Encourage and support the self-governing organizations of faculty and staff, and endow them with certain autonomous rights and decision-making powers.

3. Define the scope of power and responsibilities of organizations at all levels to avoid confusion and conflicts caused by unclear powers and responsibilities.

4. Implement a democratic election system.

Interviewee 5

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility, transparency, etc., to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish internal organizational framework, clarify responsibilities, and improve the construction of rules and regulations.

2. Ensure that the scope of authority of each department and individual is clearly defined and cannot be exercised beyond its authority.

3. Establish an effective appeal mechanism and supervision channel to enable faculty, staff and students to appeal and complain about abuse of power, and handle appeals fairly and objectively to protect their legitimate rights and interests.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish a democratic decision-making mechanism, including electing representatives and holding meetings to discuss important affairs, so as to promote the participation of teachers and students in organizational management and decision-making.

2. Ensure that the exercise of organizational power is open and transparent, such as the publication of meeting agendas, resolution results, and financial statements

3. Ensure that authority and responsibility are matched, that those who exercise authority are held accountable for their actions and decisions, and that there is no abuse of power or evasion of responsibility.

4. Adopt a participatory decision-making model to encourage employees to participate in the process of making important decisions and enhance their sense of responsibility and participation

Interviewee 6

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish an independent oversight body or committee.

2. Establish an open and transparent information release system to ensure the transparency of university decision-making and timely disclosure of relevant information.

3. Gradually delegate power to departments at all levels to increase the autonomy of the grassroots and prevent the concentration of power at the top.

4. Conduct risk assessments of links that may lead to abuse of power, identify problems in a timely manner and address them.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1.Delegate power and give subordinates sufficient autonomy and responsibility.

2. Ensure that authority and responsibility are matched, and that those who exercise authority are held accountable for their actions and decisions, avoiding abuse of power or evasion of responsibility.

3. Establish supervisory bodies or committees to supervise the exercise of power by internal organizations and promptly detect and correct problems such as abuse of power and corruption.

Interviewee 7

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Implement decentralization and checks and balances to avoid too much concentration of power in the hands of an individual or a few.

2. Establish an online supervision platform through the Internet and other new media, so that teachers and students can supervise and give feedback at any time.

3. Hold accountable the abuse of power, dereliction of duty and other acts to form a strict responsibility system.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish a democratic decision-making mechanism. All parties, including students, faculty and management, should participate in the decision-making process of university affairs.

2. Respect the principles of academic freedom and autonomy, safeguard the independence of teaching, research and academic evaluation, and create a favorable academic atmosphere.

3. Open and transparent management of information.

Interviewee 8

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Establish a sound information disclosure system, timely disclose the decision-making process and results of colleges and universities, and encourage teachers and students to participate in supervision.

2. Establish convenient complaint handling channels, handle complaints in a timely manner, and safeguard the legitimate rights and interests of teachers and students.

3. Regularly evaluate the exercise of power of various departments and individuals, and promptly correct any problems found.

4. Protect teachers' freedom of academic research and teaching, and prevent power from interfering in academic activities.

As for strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish a power framework to define the rights and responsibilities of the internal organization.

2. Regularly evaluate the construction and implementation of organizational rights, listen to the opinions and suggestions of teachers and students, and timely adjust and improve relevant systems and mechanisms.

3. Encourage teachers and students to participate in the management of school affairs.

4. Devolve power to empower departments, colleges and other units with more autonomy and management authority to promote efficient decision-making and flexible management.

Interviewee 9

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility, transparency, etc., to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish effective communication channels.

2. Establish institutions such as student congresses to allow students to participate in school management and increase the diversity of management.

3. Establish a fair competition mechanism to ensure fairness and justice in personnel treatment, trade union welfare, promotion, reward and other processes, and avoid nepotism or corruption.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish a democratic decision-making mechanism and encourage all parties to participate in the decision-making process of university affairs.

4. Respect the principles of academic freedom and autonomy, safeguard the independence of teaching, research and academic evaluation, and create a favorable academic atmosphere.

5.Improve the transparency of management, open the decision-making process and relevant information to all teachers and students, and ensure the fair and transparent exercise of power.

Interviewee 10

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Establish a clear legal framework and internal rules and regulations.

2. Establish a code of conduct and ethics for university members to prevent abuse of power and misconduct, and punish violations of the rules.

3. Decentralization of power and checks and balances to avoid too much concentration of power in the hands of an individual or a few people.

Establish a fair competition mechanism: ensure that the recruitment, promotion, reward and other processes are fair and just, and avoid cronyism or corruption.

5. Strengthen supervision and review of the exercise of power: Establish an independent supervisory body responsible for monitoring and reviewing the exercise of power.

As for strengthening organizational power, my personal suggestions are as follows:

1. Formulate clear laws and policies to establish the rights and responsibilities of the internal organization.

2.Encourage and support the establishment of internal organizations for teachers and students, and endow them with certain autonomy and decision-making power.

3.Establish a democratic decision-making mechanism, including electing representatives and holding meetings to discuss important affairs, to promote the participation of teachers and students in organizational management and decision-making.

Interviewee 11

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Ensure that the exercise of all the powers of the university organization is in accordance with the national legal framework and the statutes, rules and regulations of the university.

2. Ensure that the scope of power of each department and individual is clearly defined and cannot be exercised beyond its authority.

(3) Establish a fair competition mechanism to ensure fair and just recruitment, promotion, reward and other processes to avoid nepotism or corruption.

4. Strengthen internal transparency and information disclosure.

My personal suggestions for strengthening organizational power building are as follows:

1. Define the scope of power and responsibilities of organizations at all levels to avoid confusion and conflicts caused by unclear powers and responsibilities.

2. Implement a democratic election system to ensure fair election and selection of teachers and students' representatives.

3. Ensure that the exercise of organizational rights is open and transparent, such as publishing meeting agendas, resolution results, financial statements, etc., so that teachers and students can know the operation of the organization.

4. Establish an independent internal oversight body to monitor the actions of the school's management and organizations at all levels.

Interviewee 12

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Implement decentralization and checks and balances to avoid too much concentration of power in the hands of an individual or a few.

2. Strengthen internal transparency and disclosure of information.

3. Establish an effective complaint and supervision mechanism to protect the legitimate rights and interests of teachers and students.

4. Respect the academic freedom of teachers and students, and protect their right to conduct academic research and ideological discussion.

As for strengthening the construction of organizational power, my personal suggestions are as follows:

1.Develop rights protection documents: clearly define the rights and obligations of students, faculty, staff and management to ensure that rights are not infringed.

2. Establish autonomous organizations such as students' union and faculty and staff representative meetings, and give them certain autonomous rights and decision-making powers.

3. Establish supervisory bodies or committees to supervise the exercise of power by internal organizations, and promptly detect and correct problems such as abuse of power and corruption.

4. Regularly evaluate the construction and implementation of organizational rights, listen to the opinions and suggestions of teachers and students, and adjust and improve relevant systems and mechanisms in a timely manner.

Interviewee 13

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Establish a clear legal framework and internal rules and regulations, and establish a clear scope of authority

2. Establish an independent supervisory body or committee responsible for overseeing the exercise of power in the university, ensuring that it is legal, fair and transparent, and able to independently investigate and deal with abuses of power.

3. Establish a fair competition mechanism.

4.Establish a strict reward and punishment system, giving rewards to outstanding performers and punishing violators to form a positive incentive mechanism.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Formulate clear laws and policies to establish the rights and responsibilities of the internal organization.

2. Ensure transparency in the exercise of authority.

3. Establish supervisory bodies or committees to supervise the exercise of power by internal organizations and promptly detect and correct abuses of power, corruption and other problems.

4. Decentralize power to promote efficient decision-making and flexible management.

Interviewee 14

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility, transparency, etc., to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish and adhere to a legal framework with clear lines of authority.

2. Establish an independent oversight body responsible for monitoring and reviewing the exercise of powers.

4. Make democratic decisions on major issues, consult widely with teachers and students, and enhance the legitimacy and transparency of decisions.

5. Establish an independent supervisory body or committee.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Clearly define the scope of power and responsibilities of organizations at all levels to avoid confusion and conflicts caused by unclear powers and responsibilities.

2. Set up self-governing institutions.

3. Establish a democratic decision-making mechanism to promote the participation of teachers and students in organizational management and decision-making.

4. Establish an information disclosure system to ensure the fair and transparent exercise of power.

Interviewee 15

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Ensure that the exercise of all the powers of the university organization is in accordance with the national legal framework and the statutes, rules and regulations of the university.

2. Implement power decentralization and checks and balances to prevent power from being too concentrated in the hands of an individual or a few people.

3. Establish a risk assessment mechanism to conduct risk assessment on links that may lead to abuse of power, identify and resolve problems in a timely manner.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Democratize the decision-making mechanism, encourage teachers, students and staff to participate in the decision-making process of university affairs, and ensure that diverse voices are fully expressed.

2. Transparency and openness to ensure that the exercise of organizational rights is open and transparent.

3. Regularly evaluate the construction and implementation of organizational rights, listen to the opinions and suggestions of teachers and students, and adjust and improve relevant systems and mechanisms in a timely manner.

4. Strengthen academic freedom, respect the academic freedom of teachers and students, and protect their right to conduct academic research and ideological discussion.

Interviewee 16

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Make clear the legal basis and regulations, and do not violate the law or exceed the authority.

2. Establish a fair recruitment and promotion mechanism to ensure that the selection, promotion and other processes of teachers and administrators are fair and equitable, based on ability and performance evaluation.

3. Establish transparent decision-making procedures, including decision-making process, participants and basis.

My personal suggestions for strengthening organizational power are as follows:

1. Formulate rights protection documents to clarify the scope of power.

2. Encourage and reward, design an incentive mechanism to reward individuals who exercise power excellently and make achievements, and stimulate their enthusiasm and creativity.

3.Communication and collaboration, promote power sharing and collaboration, establish open communication channels and cooperation mechanisms, and avoid information barriers and internal competition.

Interviewee 17

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse of power and the concentration of power. The following should be done:

1. Develop rights protection documents that clearly define the rights and obligations of students, faculty, staff and management to ensure that rights are not infringed.

2. Set up autonomous organizations, such as students' union and faculty and staff representative meetings, and give them certain autonomous rights and decision-making powers.

3. Establish a supervisory mechanism, setting up supervisory bodies or committees to supervise the exercise of rights by internal organizations, and promptly detect and correct problems such as abuse of power and corruption.

To strengthen the construction of organizational power, my personal suggestions are as follows:

1. Strengthen the construction of the system, clarify the authority and clarify the scope of power.

2.Constantly evaluate and improve the power structure and distribution methods, and adjust the organization's management model and practice with The Times.

3. Establish an independent oversight body or commission.

Interviewee 18

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Build an organizational framework, revise internal rules and regulations, and develop codes of conduct and ethics.

2.Establish an independent internal supervisory body to supervise the conduct of the school management and organizations at all levels.

3.Establish an online supervision mechanism and establish an online supervision platform through new media such as the Internet, so that teachers and students can supervise and give feedback at any time.

4. Establish a credit system, strengthen the education of teachers and students on credit, establish credit files, and give corresponding incentives to those who are honest.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Ensure that the power structure is transparent and the distribution of power is fair to avoid excessive concentration of power in the hands of a few people.

2. Delegate power to the right level, give subordinates sufficient autonomy and responsibility, and promote innovation and flexibility within the organization.

3. Ensure that authority and responsibility are matched, and that those who exercise authority are held accountable for their actions and decisions, avoiding abuse of power or evasion of responsibility.

4. Adopt a participatory decision-making model to encourage employees to participate in the process of making important decisions and enhance their sense of responsibility and participation.

Interviewee 19

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Establish an independent oversight body or committee to ensure legality, fairness and transparency.

2.Establish an accountability mechanism to hold accountable abuses of power, dereliction of duty and other acts, and form a strict accountability system.

3.Regularly assess the exercise of power by various departments and individuals, and promptly correct any problems found.

4.Encourage students to participate in management: institutions such as student congresses are set up to allow students to participate in school management and increase the diversity of management.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Formulate clear laws and policies to establish the rights and responsibilities of the internal organization.

2.Set up autonomous organizations, such as students' autonomous organization, faculty and staff representative conference and other internal organizations, and give them certain autonomy rights and decision-making power.

3.Regularly evaluate the construction and implementation of organizational rights, listen to the opinions and suggestions of teachers and students, and adjust and improve relevant systems and mechanisms in a timely manner.

Interviewee 20

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Ensure that the scope of authority of each department and individual is clearly defined and cannot be exceeded.

3. Establish a fair competition mechanism.

Establish an effective complaint and supervision mechanism to protect the legitimate rights and interests of teachers and students.

5. Publicize important decisions and financial status of the school to enhance transparency and supervision.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1. Establish self-governing institutions, strengthen democratic participation, and promote the participation of teachers and students in organizational management and decision-making.

2.Transparency: Ensure that the exercise of organizational power is open and transparent.

3.Strengthen the supervision and review of the exercise of power by establishing an independent supervisory body responsible for the supervision and review of the exercise of power.

Interviewee 21

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1.Establish a clear legal framework and internal rules and regulations, including relevant laws, statutes, rules and regulations. These provisions should clearly specify the source, scope, procedure and limits of the authority.

2.Decentralize, delegating authority to various levels of departments.

3. Establish an effective complaint and monitoring mechanism that can appeal and complain about abuses of power and deal with complaints fairly and objectively.

To strengthen the construction of organizational power, my personal suggestions are as follows:

1. Power and responsibility should be consistent, ensuring that power and responsibility are matched, and those who exercise power should be held accountable for their actions and decisions, avoiding power abuse or responsibility evasion.

2. Adopt a participatory decision-making model to encourage employees to participate in the process of making important decisions and enhance their sense of responsibility and participation.

3. Ensure the exercise of organizational rights in an open and transparent process, such as publishing meeting agendas, resolution results, financial statements, etc., so that teachers and students can understand the operation of the organization.

Interviewee 22

In my opinion, it is necessary to ensure that the formal power of university organizations follows the principles of legality, fairness, responsibility and transparency to prevent the abuse and concentration of power. The following should be done:

1. Set clear rules and regulations.

2.Establish an independent supervisory body or committee responsible for supervising the legality and fairness of the exercise of power by the university, and promptly detect and correct abuses of power.

3. Decentralize power, avoid excessive concentration of power in the hands of a few people, and ensure that all departments and levels have a certain degree of autonomy and decision-making power.

4.Establish an open and transparent system: Enhance the transparency of university management, disclose the decision-making process, important information and relevant data to teachers and students, and ensure the open and transparent exercise of power.

5. Establish an accountability mechanism: hold accountable the abuse of power, dereliction of duty and other acts, and form a strict responsibility system.

For strengthening the construction of organizational power, my personal suggestions are as follows:

1.Define clear areas of authority: Ensure that the scope of authority of each department and individual is clearly defined and cannot be exercised beyond the scope of authority.

2.Establish a fair competition mechanism to ensure that the recruitment, promotion and reward processes are fair and just, and avoid cronyism or corruption.

3.Strengthen the supervision and review of the exercise of power by establishing an independent supervisory body responsible for the supervision and review of the exercise of power.

Interviewee 23

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility and transparency to prevent the abuse of power and the concentration of power. The following should be done:

1. Establish a clear legal framework and internal rules and regulations.
2. Establish an independent supervisory body or committee.
3. Implement decentralization and checks and balances.
4. Enhance internal transparency and information disclosure.

My personal suggestions for strengthening organizational power building are as follows:

1. Promote democratic participation.

2.Decentralize power to secondary colleges to promote efficient decision-making and flexible management.

3.Establish a monitoring mechanism by setting up supervisory bodies or committees to monitor the exercise of power in internal organizations and promptly detect and correct problems such as abuse of power and corruption.

Interviewee 24

In my opinion, it is necessary to ensure that the formal power of the university organization follows the principles of legality, fairness, responsibility, transparency, etc., to prevent the abuse of power and the concentration of power. The following should be done:

1. Establishment and compliance with the legal framework.
2. Establish a fair competition mechanism.

3.Promote a democratic decision-making mechanism, make democratic decisions on major issues, solicit opinions from teachers and students extensively, and enhance the legitimacy and transparency of decision-making.

4. Strengthen internal transparency and information disclosure.
5. Establish appropriate communication mechanisms.

My personal suggestions for strengthening organizational power are as follows:

1.Define the scope of power and responsibilities of organizations at all levels to avoid confusion and conflicts caused by unclear powers and responsibilities.

2.Establish a democratic decision-making mechanism in which all parties, including students, faculty, staff and management, should participate in the decision-making process of university affairs to ensure that diverse voices are fully expressed.

3.Improve the transparency of management, make the decision-making process and relevant information public to all students and faculty, and ensure the fair and transparent exercise of power.

4. What is your opinion about administrators improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society? How about your suggestion for organizational Culture?

Interviewee 1

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Further establish the core values and integrate them into all aspects of the university, becoming the cornerstone of the organizational culture.

2. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

3. Strengthen innovation and practice, promote innovative thinking and practical spirit, and create an atmosphere that encourages innovation.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish a clear core value and code of conduct, so that it runs through the whole process of organizational culture construction, and establish a correct value orientation for teachers and students.

2. Establish an open communication mechanism to encourage communication and sharing between teachers and students, promote teamwork, and form a good atmosphere of cooperation.

3. Establish a fair and just mechanism: establish a fair and just evaluation mechanism and incentive mechanism, guarantee equal rights and interests, and stimulate the enthusiasm of teachers and students.

Interviewee 2

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Incentive and reward mechanism: Establish incentive and reward mechanism to encourage students and staff to actively participate in social responsibility activities, including volunteer service, public welfare activities, etc., through scholarships, honorary titles and other ways to recognize and encourage.

2. Promote diversity and inclusion, respect individual differences, promote inclusivity, and break down boundaries in terms of race, gender, religion, culture, etc.

3. Promote a positive campus culture, carry forward the spirit of social responsibility, create an atmosphere of respect, cooperation and dedication, and make social responsibility a value orientation pursued by students and faculty members.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Strengthen the academic atmosphere, hold academic forums, lectures and other academic exchange activities, and create a positive academic atmosphere.

2. Strengthen cooperation and team spirit, advocate collaboration and sharing, set up team projects, and cultivate students' teamwork ability.

3.Strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, pay attention to their needs and life

Interviewee 3

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1.Strengthen the sense of service, establish an efficient service system, provide quality service for teachers and students, and pay attention to their needs and life

2. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

3.Strengthen improvement and evaluation, regularly evaluate the effectiveness of the construction of organizational culture, collect feedback, and continue to improve according to the evaluation results to ensure that the organizational culture continues to develop in a more positive and healthy direction.

To optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Strengthen the academic atmosphere, hold academic forums, lectures and other academic exchange activities, and create a positive academic atmosphere.

2. Advocate collaboration and sharing, set up team projects, and cultivate students' teamwork ability.

3. Strengthen the sense of service, establish an efficient service system, provide quality service for teachers and students, pay attention to their needs and feedback, and constantly improve the service level.

Interviewee 4

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Set up social responsibility clubs or organizations to organize students to participate in social responsibility activities and exchange and share.

2. Strengthen cooperation with enterprises, communities and other external organizations to carry out social responsibility projects and activities.

3. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Clear core values: Determine and publicize the core values of the university, such as truth-seeking innovation, unity and cooperation, and guide the construction of organizational culture.

2.Strengthen communication and collaboration, establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good cooperation atmosphere.

3.Strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, and pay attention to their needs and lives

Interviewee 5

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Strengthen the academic atmosphere, hold academic forums, lectures and other academic exchange activities, and create a positive academic atmosphere.

2. Strengthen community responsibility, actively participate in community construction, organize social service activities, and establish a good social image.

3.Strengthen innovation and practice, support teachers and students to participate in scientific research, projects and entrepreneurial activities, and promote the innovative development of the school.

To optimize the organizational culture of higher vocational colleges in Guangxi, my suggestions are as follows:

1. Establish a clear core value and code of conduct, so that it runs through the whole process of organizational culture construction, and establish a correct value orientation for teachers and students.

2. Advocate innovative thinking and practical spirit, and create an atmosphere to encourage innovation.

3. Promote openness and inclusiveness: Establish an open academic environment and an inclusive cultural atmosphere, and encourage the exchange and collision of diverse thinking and different viewpoints.

4. Strengthen collaboration and team spirit: advocate collaboration and sharing, set up team projects, and cultivate students' teamwork ability.

Interviewee 6

In my opinion, Guangxi higher vocational colleges should improve and cultivate members' sense of social responsibility and guide them to fulfill their social responsibilities. My suggestions are as follows:

1. Strengthen improvement and evaluation, and regularly evaluate the effectiveness of organizational culture construction.

2. Strengthen innovation and practice, promote innovative thinking and practical spirit, and create an atmosphere that encourages innovation.

3. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Carry out cultural and artistic activities: organize literature, art, sports and other diversified cultural activities to enrich campus cultural life.

2. Respect individual differences, promote inclusiveness, and break down racial, gender, religious, cultural and other boundaries.

3. Strengthen communication and collaboration: Establish an open communication mechanism, encourage exchanges and sharing between teachers and students, promote teamwork, and form a good atmosphere for cooperation.

Interviewee 7

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

2. Establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good atmosphere of cooperation.

3. Hold innovation and entrepreneurship competitions on the theme of social responsibility to stimulate students' sense of innovation and social responsibility.

4. Promote interdisciplinary cooperation, organize cross-professional teams to carry out social responsibility projects, and improve problem-solving ability.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

2.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, and continue to improve according to the evaluation results.

3.Promote academic innovation: Strengthen academic research and innovation, encourage teachers and students to actively participate in scientific research projects, and promote the transformation of academic achievements into actual productive forces.

4. Campus culture creation: Establish a positive, inclusive and harmonious campus culture, create a warm and harmonious campus atmosphere, and provide a good environment for study and work.

Interviewee 8

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Social practice project support: Provide support and resources to carry out social practice projects, so that students can understand social problems through practice, exercise their ability to solve problems, and cultivate their social responsibility and practical skills.

2. Establish a social responsibility tutor team, with experienced tutors guiding students to carry out social responsibility practice projects.

3. Establish social responsibility research centers or laboratories to promote the research and exchange of social responsibility theory and practice.

4. Strengthen innovation and practice, promote innovative thinking and practical spirit, and create an atmosphere that encourages innovation.

5. Establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good atmosphere for cooperation.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Strengthen the sense of service, establish an efficient service system, and provide quality service for teachers and students.

2. Cultivate a sense of social responsibility: Strengthen social responsibility education, encourage teachers and students to participate in social welfare activities, volunteer services, etc., cultivate their sense of social responsibility and citizenship, and promote the harmonious development of society.

3. Respect individual differences, promote inclusiveness, and break down the boundaries of race, gender, religion, culture, etc.

Interviewee 9

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Campus culture shaping: Advocate positive campus culture, promote the spirit of social responsibility, create an atmosphere of respect, cooperation and dedication, and make social responsibility become the value orientation pursued by students and staff.

2. Carry out social responsibility theme cultural activities, such as social responsibility theme exhibitions, speech competitions, etc., to enhance students' social responsibility awareness.

3. Establish correct core values and integrate them into all aspects of the university to become the cornerstone of the organizational culture.

4. Strengthen the establishment of role models, and establish the role models of leaders and excellent teachers who actively contribute to society to lead the campus culture.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish a clear core value and code of conduct, so that it runs through the whole process of organizational culture construction, and establish a correct value orientation for teachers and students.

2. Establish a school-enterprise cooperation mechanism, promote the deep integration of industry, university and research, and provide more practical opportunities and employment channels for students.

3. Cultivate a sense of social responsibility, strengthen education on social responsibility, organize voluntary service and social practice activities, and cultivate students' sense of social responsibility and citizenship.

4. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

Interviewee 10

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Establish a regular evaluation mechanism to evaluate the social responsibility awareness and behavior of students and staff, and guide them to improve and enhance their social responsibility performance through feedback results.

2. Strengthen campus publicity and advocacy, and spread the concept of social responsibility through campus media, social platforms and other channels.

3. Strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, and pay attention to their needs and lives.

To optimize the organizational culture of higher vocational colleges in Guangxi, my suggestions are as follows:

1. Strengthen social responsibility education, organize voluntary service and social practice activities, and cultivate students' sense of social responsibility and citizenship.

2. Pay attention to teacher training and teacher team building, improve teachers' education and teaching level and professional quality.

3. Establish a democratic and transparent management mechanism, promote the democratic management of schools and the autonomy of teachers and students, and form a good atmosphere for campus management.

4. Advocate innovative thinking and practical spirit, create an atmosphere that encourages innovation, support teachers and students to participate in scientific research, projects and entrepreneurial activities, and promote the innovative development of the university.

Interviewee 11

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

2.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, and continue to improve according to the evaluation results.

3. Encourage students to participate in social investigation and research projects to understand the root causes and solutions of social problems.

4. Strengthen cooperation with local social organizations to jointly solve local social problems and promote social development.

In order to optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1.Strengthen communication and cooperation, establish an open communication mechanism, encourage exchanges and sharing between teachers and students, promote team cooperation, and form a good cooperation atmosphere.

Establish an open and inclusive campus cultural atmosphere, encourage exchanges and cooperation between teachers and students with different backgrounds and ideas, and realize the integration and coexistence of diverse cultures.

4. Promote academic innovation, strengthen academic research and innovation, encourage teachers and students to actively participate in scientific research projects, and promote the transformation of academic achievements into actual productive forces.

5. Build team spirit, advocate team spirit, establish team projects and team competitions, and cultivate students' sense of cooperation and team spirit.

Interviewee 12

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Incentive and reward mechanism: Establish incentive and reward mechanism to encourage students and staff to actively participate in social responsibility activities,

including volunteer service, public welfare activities, etc., to be recognized and encouraged through scholarships, honorary titles and other ways.

2. Establish correct core values and integrate them into all aspects of the university to become the cornerstone of the organizational culture.

3. Strengthen the establishment of role models, and establish the role models of leaders and excellent teachers who actively contribute to society to lead the campus culture.

4. Strengthen innovation and practice, promote innovative thinking and practical spirit, and create an atmosphere that encourages innovation.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Practical projects and activities: Organize a variety of social practice projects and voluntary service activities to provide opportunities for students to participate in social responsibility practice, so that they can understand the importance of social responsibility through personal experience, and cultivate a sense of responsibility in practice.

2.Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

3.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture building, and continue to improve according to the evaluation results.

Interviewee 13

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Encourage students to participate in volunteer service activities, such as volunteer service, community activities, etc., to cultivate their sense of service and responsibility.

2. Social practice project support: Provide support and resources to carry out social practice projects, so that students can understand social problems through

practice, exercise their ability to solve problems, and cultivate their social responsibility and practical skills.

3. Establish a tutor system to provide students with personalized guidance and support to help them plan their path of social responsibility practice.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Incentive and reward mechanism, establish incentive and reward mechanism, encourage students and staff to actively participate in social responsibility activities, including volunteer service, public welfare activities, etc., through scholarships, honorary titles and other ways to recognize and encourage.

2. Social practice project support, provide support and resources, carry out social practice projects, so that students can understand social problems through practice, exercise the ability to solve problems, and cultivate their social responsibility and practical skills.

3. Establish the right core values and integrate them into all aspects of the university to become the cornerstone of the organizational culture.

Interviewee 14

In my opinion, the following measures should be taken to improve and train members' sense of social responsibility, guide them to fulfill their social responsibility, and make important contributions to the prosperity and development of the society:

1. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

2. Establish a student social responsibility organization or committee, responsible for organizing and promoting students' participation in social responsibility activities.

3. Encourage students to participate in social investigation and research projects to understand the root causes and solutions to social problems.

4. Hold innovation and entrepreneurship competitions on the theme of social responsibility to stimulate students' awareness of innovation and social responsibility.

In order to optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish an open academic environment and an inclusive cultural atmosphere to encourage the exchange and collision of diverse thinking and different viewpoints.

2. Foster the spirit of innovation, emphasize the awareness of innovation, set up innovation and entrepreneurship centers, maker Spaces, etc., and encourage students and staff to actively explore and innovate.

3. Strengthen collaboration and team spirit, advocate collaboration and sharing, set up team projects, and cultivate students' teamwork ability.

5. Respect individual differences, promote inclusiveness, and break down boundaries in terms of race, gender, religion, culture, etc.

Interviewee 15

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Leadership demonstration and guidance. College leaders should set an example, actively participate in social responsibility activities, and promote them as part of the organizational culture to set an example for all members.

2. Campus culture shaping: Advocate positive campus culture, carry forward the spirit of social responsibility, create an atmosphere of respect, cooperation and dedication, and make social responsibility become the value orientation pursued by students and staff.

3. Strengthen innovation and practice, promote innovative thinking and practical spirit, and create an atmosphere to encourage innovation.

4. Establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good atmosphere for cooperation.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Define core values, determine and publicize the core values of the school, such as truth-seeking, innovation, unity and cooperation, and guide the construction of organizational culture.

2. Strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, pay attention to their needs and feedback, and constantly improve the level of service.

3. Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

4.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture building, and continue to improve according to the evaluation results.

Interviewee 16

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestion is as follows:

1. Establish a social responsibility practice base to provide students with practical opportunities and resource support.

2. Establish social responsibility scholarships or honorary titles to encourage and recognize students' achievements in social responsibility practice.

3. Establish school-enterprise cooperation projects, cooperate with enterprises and social organizations to carry out social responsibility projects, provide practical opportunities and resource support, let students participate in the real process of solving social problems, and enhance their social responsibility and practical ability.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Cultivate the spirit of innovation, emphasize the awareness of innovation, set up innovation and entrepreneurship centers, maker Spaces, etc., and encourage students and staff to actively explore and innovate.

2. Promote digital transformation: Strengthen the construction of information technology, promote the digital transformation of teaching, management and services, and improve the efficiency of school management and service quality.

3. Foster a sense of social responsibility, strengthen education on social responsibility, encourage teachers and students to participate in social public welfare activities, volunteer services, etc., cultivate their sense of social responsibility and citizenship, and promote harmonious social development.

Interviewee 17

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1.Carry out various social practice projects and activities, such as volunteer activities, community service, etc., so that students can participate in social practice, feel the significance and influence of social responsibility, and cultivate their sense of responsibility.

2. Shaping the campus culture, establishing a positive and socially responsible campus culture, creating an atmosphere of mutual respect and win-win cooperation, encouraging students to take the initiative to assume social responsibilities and be willing to participate in social welfare activities.

3. Establish correct core values and integrate them into all aspects of the university to become the cornerstone of the organizational culture.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Clear value orientation, establish clear core values and code of conduct, so that it runs through the whole process of organizational culture construction, and establish a correct value orientation for teachers and students.

2. Cultivate a sense of social responsibility, strengthen education on social responsibility, encourage teachers and students to participate in social welfare activities, volunteer services, etc., cultivate their sense of social responsibility and citizenship, and promote the harmonious development of society.

4. Actively participate in social governance, social governance and public affairs, and make positive contributions to social stability and development.

Interviewee 18

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1.Introduce practical projects into the curriculum, so that students can understand social problems through practice and exercise their ability to solve problems.

2.Encourage students to participate in voluntary service activities, such as volunteer service, community activities, etc., to cultivate their sense of service and responsibility.

3. Hold lectures and seminars on social responsibility and invite experts and scholars to share their experiences and insights.

4.Establish social responsibility scholarships or honorary titles to encourage and recognize students' achievements in social responsibility practice.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1.Clarify the core values, determine and publicize the core values of the school, such as truth-seeking innovation, unity and cooperation, and guide the construction of organizational culture.

2.Advocate openness and inclusiveness, establish an open academic environment and an inclusive cultural atmosphere, and encourage the exchange and collision of diverse thinking and different viewpoints.

3.Encourage innovation and practice, advocate innovative thinking and practical spirit, create an atmosphere that encourages innovation, support teachers and students to participate in scientific research, projects and entrepreneurial activities, and promote the innovative development of the university.

Interviewee 19

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

2.Establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good atmosphere of cooperation.

3.Respect individual differences, promote inclusiveness, and break down boundaries in terms of race, gender, religion, culture, etc.

4.Cooperation with enterprises and communities: Establish long-term cooperative relationships with enterprises and communities, carry out school-enterprise cooperation projects and community service activities, and provide students with more practical opportunities and experience of social responsibility.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Cultivate the spirit of innovation, emphasize the awareness of innovation, set up innovation and entrepreneurship centers, maker Spaces, etc., and encourage students and staff to actively explore and innovate.

2. Strengthen the academic atmosphere, hold academic forums, lectures and other academic exchange activities, and create a positive academic atmosphere.

3.Strengthen communication and collaboration, establish an open communication mechanism, encourage exchanges and sharing between teachers and students, promote teamwork, and form a good atmosphere for cooperation.

Interviewee 20

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Clarify the value orientation, and incorporate it into the core values and code of conduct of the organization, and establish a clear social responsibility orientation for all members.

2. Integrate the concept of social responsibility into various campus activities, such as campus cultural festivals, volunteer service activities, etc., so that students can experience and practice social responsibility in the process of participating in campus life.

3. Leadership demonstration and guidance. College leaders should set an example by actively participating in social responsibility activities and promoting them as part of the organizational culture to set an example for all members.

4. Establish school-enterprise cooperation projects, cooperate with enterprises and social organizations to carry out social responsibility projects, provide practical opportunities and resource support, let students participate in the real process of solving social problems, and enhance their social responsibility and practical ability.

In order to optimize organizational culture in Guangxi higher vocational colleges, my suggestions are as follows:

1. Incentive and reward mechanism, establish incentive and reward mechanism, encourage students and staff to actively participate in social responsibility activities, including volunteer service, public welfare activities, etc., through scholarships, honorary titles and other ways to recognize and encourage.

2. Social practice project support, provide support and resources, carry out social practice projects, so that students can understand social problems through practice, exercise the ability to solve problems, and cultivate their social responsibility and practical skills.

3. Strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, and pay attention to their needs and lives.

Interviewee 21

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Formulate clear policies and reward mechanisms, establish sound policies and reward mechanisms, encourage and support students, faculty and staff to participate in the practice of social responsibility, such as setting up scholarships or honorary titles.

2. Carry out education and training, organize social responsibility education and training activities, transmit the concept of social responsibility to students and staff, and enhance their awareness and ability of social responsibility.

3. Social practice project support: Provide support and resources to carry out social practice projects, so that students can understand social problems through practice, exercise their ability to solve problems, and cultivate their social responsibility and practical skills.

For Guangxi higher vocational colleges to optimize their organizational culture, my suggestions are as follows:

1.Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

2.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, and continue to improve according to the evaluation results.

3. Establish school-enterprise cooperation projects, cooperate with enterprises and social organizations to carry out social responsibility projects, provide practical opportunities and resource support, let students participate in the real process of solving social problems, and enhance their social responsibility and practical ability.

Interviewee 22

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Establish correct core values and integrate them into all aspects of colleges and universities to become the cornerstone of organizational culture.

2. Strengthen the establishment of role models, establish the role models of leaders and excellent teachers who actively contribute to society, and lead the campus culture.

3. Support social practice projects, provide support and resources, and carry out social practice projects, so that students can understand social problems through practice, exercise their problem-solving ability, and cultivate their social responsibility and practical skills.

4. Tutor guidance and guidance: Establish a tutor system to provide students with personalized guidance and guidance, help them clarify their social responsibility goals, plan their practice paths, and provide timely feedback and support in the practice process.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Actively carry out various social practice projects and activities, such as volunteer activities, community services, etc., so that students can participate in social practice, feel the significance and influence of social responsibility, and cultivate their sense of responsibility.

2. Incentive and reward mechanism: Establish incentive and reward mechanism to encourage students and staff to actively participate in social responsibility activities, including volunteer service, public welfare activities, etc., to be recognized and encouraged through scholarships, honorary titles and other ways.

3.Construction of tutor system, establish a tutor system to provide personalized guidance and counseling for students, guide them to actively fulfill their social responsibilities in study and life, and provide corresponding feedback and evaluation.

Interviewee 23

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Establish correct core values and integrate them into all aspects of colleges and universities to become the cornerstone of organizational culture.

2. Strengthen the establishment of role models, and establish the role models of leaders and excellent teachers who actively contribute to society to lead the campus culture.

3. Respect individual differences, promote inclusivity, and break down boundaries in terms of race, gender, religion, culture, etc.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1. Define core values, determine and publicize the core values of the school, such as truth-seeking, innovation, unity and cooperation, and guide the construction of organizational culture.

2. Advocate openness and inclusiveness, establish an open academic environment and an inclusive cultural atmosphere, and encourage the exchange and collision of diverse thinking and different viewpoints.

3. Foster the spirit of innovation, emphasize the awareness of innovation, set up innovation and entrepreneurship centers, maker Spaces, etc., and encourage students and staff to actively explore and innovate.

4. Advocate the concept of service, strengthen the sense of service, establish an efficient service system, provide quality services for teachers and students, pay attention to their needs and feedback, and constantly improve the level of service.

Interviewee 24

In my opinion, higher vocational colleges in Guangxi should improve and train members' sense of social responsibility, and guide them to fulfill their social responsibility. My suggestions are as follows:

1. Regular evaluation and feedback: Establish a regular evaluation mechanism to evaluate the social responsibility awareness and behavior of students and staff, and guide them to improve and enhance their social responsibility performance through feedback results.

2. Carry out social responsibility assessment: Establish a social responsibility assessment mechanism for students, evaluate and feedback students' social

responsibility awareness, behavior and results, and motivate them to actively participate in social responsibility practice.

3.Cooperation with enterprises and communities: Establish long-term cooperative relations with enterprises and communities, carry out school-enterprise cooperation projects and community service activities, and provide more practical opportunities and social responsibility experience for students.

4. Campus publicity and advocacy: Strengthen the publicity and advocacy of the concept of social responsibility, pass on the importance and values of social responsibility to students through campus media, social platforms and other channels, and guide them to consciously fulfill their social responsibilities and contribute to social prosperity and development.

To optimize the organizational culture of Guangxi higher vocational colleges, my suggestions are as follows:

1.Establish an open communication mechanism, encourage teachers and students to communicate and share, promote teamwork, and form a good cooperation atmosphere.

2.Respect academic freedom, encourage academic research and ideological exploration, and create an open and free academic atmosphere.

3.Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture building, and continue to improve according to the evaluation results.

5. What is your opinion about administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards.? How about your suggestion for organizational system?

Interviewee 1

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1.Define the organizational structure and responsibilities, formulate the articles of association or articles of association, and define the organizational structure, management level and division of responsibilities of the school.

2. Improve the rules and regulations, formulate standard rules and regulations, covering administrative management, teaching, scientific research, student management and other contents, standardize the work flow and code of conduct.

3. Strengthen the internal control mechanism, establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientific and effective management, and prevent various risks.

To improve the construction of organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1, establish a perfect system of rules and regulations: formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work process and code of conduct.

2. Strengthen internal control mechanism: Establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientific and effective management, and prevent all kinds of risks.

3. Improve the supervision and evaluation mechanism, supervise and evaluate the implementation of the organizational system, discover problems in time, and take improvement measures.

4. Strengthen team cooperation and communication, establish a harmonious team cooperation atmosphere, strengthen communication and collaboration between departments, and improve work efficiency and quality.

Interviewee 2

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1.Establish a complete system of rules and regulations, covering administrative management, personnel management, financial management, teaching management and other aspects.

2. Formulate various rules and standards, academic rules, codes of conduct, quality standards, etc., to standardize the internal behavior and management process of the school.

3. Constantly optimize and improve the organizational system, and constantly improve the organizational system according to the actual situation to make it more suitable for the needs of school development and change.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Strengthen information construction, establish information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

2. Strengthen the internal control mechanism, establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientific and effective management, and prevent various risks.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

Interviewee 3

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1.Establish standards and guidelines. Establish various standards and guidelines to provide norms and reference basis for work, such as quality standards, teaching guidelines, etc.

2.Establish the system implementation supervision mechanism, strengthen the supervision and inspection of the implementation of the system, find problems in time to correct and improve.

3. Establish the performance evaluation system of rules and regulations, and conduct regular evaluation and feedback on the implementation and effect of rules and regulations.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1.Clear goals and directions: Formulate clear goals and development directions for system construction to ensure that the system is compatible with the development of the school.

2.Strengthen the internal control mechanism, establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientific and effective management, and prevent various risks.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

Interviewee 4

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Determine the responsible person or department specifically responsible for the preparation and management of rules and regulations, and establish the process and standards for the preparation of rules and regulations, including approval, announcement and implementation.

2. Establish the performance evaluation system of the rules and regulations, conduct regular evaluation and feedback on the implementation and effect of the rules and regulations, and provide a basis for the optimization and improvement of the system.

3.Establish internal control mechanism, including audit supervision, risk management, etc., to ensure the stable operation and compliance of the school.

4. Strengthen the construction of information management system, realize information sharing and process automation, and improve management efficiency.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientificity and effectiveness of management, and prevent various risks.

2. Improve the supervision and evaluation mechanism, supervise and evaluate the implementation of the organizational system, discover problems in time, and take improvement measures.

3. Continuously optimize the organizational system, and constantly improve and perfect the system according to the actual situation, so that it can better meet the needs of school development and reform.

Interviewee 5

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Establish the system implementation supervision mechanism, strengthen the supervision and inspection of the implementation of the system, find problems in time to correct and improve, to ensure the effective implementation of the system.

2. Strengthen standardized management, promote the standardization and procedure of all management work, and improve the scientific and normative management.

3. Strengthen information construction, establish information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4. Strengthen training and communication, and regularly carry out training and communication activities related to the organizational system to ensure the effective implementation of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2. Improve the rules and regulations, formulate standard rules and regulations, covering administrative management, teaching, scientific research, student management and other contents, standardize the work process and code of conduct.

3. Continuous optimization and improvement, continuous optimization of the organizational system, and continuous improvement and perfection of the system according to the actual situation, so as to better meet the needs of school development and change.

Interviewee 6

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Set rules and regulations according to different management fields and levels, such as administrative management, teaching and research, student management, etc., so as to facilitate management and implementation.

2. Strengthen publicity and training. Publicize the established rules and regulations to all teachers and students in a timely manner, and strengthen publicity through meetings, training and other forms to improve the awareness and compliance of all members.

3. Establish a harmonious teamwork atmosphere, strengthen communication and cooperation between departments, and improve work efficiency and quality.

4. Constantly optimize and improve the organizational system, and improve the organizational system according to the actual situation to make it more suitable for the development and change of the school.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1.Formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work flow and code of conduct.

2. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientificity and effectiveness of management and prevent various risks.

3.Strengthen information construction, establish information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4.Establish a harmonious teamwork atmosphere, strengthen communication and collaboration between departments, and improve work efficiency and quality.

Interviewee 7

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Encourage all departments, faculty, staff and student representatives to participate in the formulation and revision of rules and regulations, ensure the comprehensiveness and representativeness of rules and regulations, and improve the effectiveness and recognition of implementation.

2.Establish a mechanism for regular review and revision of rules and regulations, update and improve the system according to the development and actual situation of the school, and keep it abreast of The Times.

3.Regularly carry out training and communication activities related to the organizational system to ensure the effective implementation of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Strengthen the publicity and education of rules and regulations: carry out publicity and education activities of rules and regulations regularly to improve the awareness and compliance of all teachers, students and staff.

2.Establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

3.Regularly carry out training and communication activities related to the organizational system to improve the cognition and compliance awareness of teachers, students and staff to ensure the effective implementation of the system.

Interviewee 8

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1.Clarify the responsible person and process of system preparation, and establish the process and standard of rules and regulations preparation, including approval, announcement and implementation.

2. Strengthen publicity and training, strengthen teachers, students and staff to be familiar with the system, improve their understanding and compliance awareness.

3. Establish a system implementation supervision mechanism, regularly check the implementation of the system, and rectify problems in time.

4. Clarify the punishment measures and procedures for violating the rules and regulations, and maintain the authority and seriousness of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1.Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

3.Establish a harmonious teamwork atmosphere, strengthen inter-departmental communication and collaboration, and improve work efficiency and quality.

4. Constantly optimize and improve the organizational system, improve the organizational system according to the actual situation, and make it more suitable for the development and reform of the school.

Interviewee 9

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. The rules and regulations formulated should strictly follow the national laws and regulations and the relevant policies of the university to ensure the legality and compliance, and at the same time update in time to adapt to changes in the law.

2. Establish the performance evaluation system of the rules and regulations, and conduct regular evaluation and feedback on the implementation and effect of the rules and regulations.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1.Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientificity and effectiveness of management and prevent various risks.

3.Strengthen information construction, establish information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4.Continue to optimize the organizational system, and constantly improve and perfect the system according to the actual situation, so that it can better meet the needs of school development and change.

Interviewee 10

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish channels for reporting violations of rules and regulations, set up channels for reporting violations of rules and regulations, and protect the legitimate rights and interests of whistleblowers.

2.Normalize the publicity and education of rules and regulations, and integrate the publicity and education of rules and regulations into the daily education and management work of the school.

3. Establish an assessment mechanism for the implementation effect of rules and regulations to evaluate the implementation and provide a basis for the optimization and improvement of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Establish a perfect system of rules and regulations, formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work flow and code of conduct.

2.Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientific and effective management and prevent various risks.

3. Provide training on rules and regulations for new employees to make them familiar with relevant regulations.

4. Set up a reward and punishment mechanism to encourage compliance with rules and regulations and punish violations.

Interviewee 11

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1. Encourage all departments, faculty, staff and student representatives to participate in the formulation and revision of rules and regulations.

4. Establish the performance evaluation system of the rules and regulations, and conduct regular evaluation and feedback on the implementation and effect of the rules and regulations.

3. Establish a harmonious teamwork atmosphere, strengthen communication and collaboration between departments, and improve work efficiency and quality.

4. Constantly optimize and improve the organizational system, and improve the organizational system according to the actual situation to make it more suitable for the development and change of the school.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Establish the evaluation mechanism of rules and regulations, and regularly evaluate the implementation effect of rules and regulations, so as to provide a basis for the adjustment and optimization of the system.

2. Strengthen the binding force of the rules and regulations, and punish those who violate the regulations strictly.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4. Regularly carry out training and communication activities related to the organizational system to improve the cognition and compliance awareness of teachers, students and staff to ensure the effective implementation of the system.

Interviewee 12

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Establish a system revision mechanism, set up a regular review and revision mechanism of rules and regulations, update and improve the system according to the development of the university and the actual situation, and keep it abreast of The Times.

2. Set rules and regulations according to different management fields and levels, such as administrative management, teaching and research, student management, etc.

3. Establish a system implementation supervision mechanism, regularly check the implementation of the system, and rectify problems in time.

4. Clarify the punishment measures and procedures for violating the rules and regulations, and maintain the authority and seriousness of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2.Formulate standard rules and regulations, covering administrative management, teaching and research, student management, etc., standardize work flow and code of conduct.

3. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

4. Establish an online platform or document management system to facilitate the whole school to consult and understand the rules and regulations.

Interviewee 13

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Publish the established rules and regulations to all teachers and students in a timely manner, and strengthen publicity through meetings, training and other forms.

2. Formulate the publicity system for the revision of rules and regulations, publicize the revised content and solicit the opinions and suggestions of teachers, students and staff.

3. Establish rules and regulations archives management system, and do a good job in the archiving, preservation and utilization of rules and regulations archives.

4. Establish channels for reporting violations of rules and regulations to protect the legitimate rights and interests of whistleblowers.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2. Evaluate the implementation effect of rules and regulations regularly, revise and improve them in time according to the actual situation.

3. Establish channels for reporting violations of rules and regulations to protect the legitimate rights and interests of whistleblowers.

4. Continue to optimize the organizational system, improve and perfect the system according to the actual situation, so that it can better meet the needs of the development and reform of the school.

Interviewee 14

In my opinion, Guangxi higher vocational colleges should build a perfect organizational system. My suggestions are as follows:

1. Establish the system implementation supervision mechanism, strengthen the supervision and inspection of the implementation of the system, find problems in time to correct and improve, to ensure the effective implementation of the system.

2. Clarify the punishment measures and procedures for violating the rules and regulations, and maintain the authority and seriousness of the system.

3. Establish the performance evaluation system of rules and regulations, and conduct regular evaluation and feedback on the implementation and effect of rules and regulations.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1.Establish a harmonious teamwork atmosphere, strengthen inter-departmental communication and cooperation, and improve work efficiency and quality.

2. Constantly innovate and improve rules and regulations, keep pace with The Times, and adapt to the needs of school management.

3. Make the process of making and revising rules and regulations open and transparent, and accept the supervision of teachers, students and staff.

4. Ensure that the implementation of rules and regulations is in place, and hold those responsible accountable.

Interviewee 15

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to ensure the stability and compliance of the school operation.

2. Regularly evaluate the implementation of rules and regulations, and rectify problems in time.

3.Strengthen the construction of information management system, realize information sharing and process automation, and improve management efficiency.

4.Strengthen standardized management, promote the standardization and procedures of various management work, and improve the scientific and normative management.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1.Formulate standard rules and regulations, covering administrative management, teaching and research, student management, etc., standardize work flow and code of conduct.

2. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientificity and effectiveness of management and prevent various risks.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4. When formulating and revising rules and regulations, it is necessary to assess possible risks and do a good job in risk prevention.

Interviewee 16

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1.Determine the responsible person or department responsible for the compilation and management of rules and regulations, and establish the process and

standards for the compilation of rules and regulations, including approval, announcement and implementation.

2. The rules and regulations formulated shall strictly follow the national laws and regulations and relevant policies of the university to ensure the legality and compliance.

3. Formulate a publicity system for the revision of rules and regulations, publicize the revised content and solicit opinions and suggestions from teachers, students and staff.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Formulate clear system construction goals and development directions to ensure that the system is compatible with the development of the university.

2. Encourage all teachers, students and staff to participate in the system construction process to promote consensus and cooperation.

3. Regularly carry out training and communication activities related to the organization system to improve the cognition and compliance awareness of teachers, students and staff to ensure the effective implementation of the system.

4. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

Interviewee 17

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Establish a system implementation supervision mechanism, strengthen the supervision and inspection of the implementation of the system, rectify and improve the problems found in time, and ensure the effective implementation of the system.

2. Establish the performance evaluation system of the rules and regulations, conduct regular evaluation and feedback on the implementation and effect of the rules and regulations, and provide a basis for the optimization and improvement of the system.

3. Formulate academic rules, codes of conduct, quality standards, etc., to standardize the internal behavior and management process of the school.

4. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to ensure the stable and compliant operation of the university.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work flow and code of conduct.

2. Continuously optimize the organizational system, and constantly improve and perfect the system according to the actual situation, so that it can better meet the needs of the development and reform of the school.

3. Improve the supervision and evaluation mechanism, supervise and evaluate the implementation of the organizational system, discover problems in time, and take improvement measures.

6. Establish a feedback mechanism for system construction, collect and deal with relevant opinions and suggestions in a timely manner.

Interviewee 18

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1.Multi-party participation in the formulation of the system, to ensure the comprehensiveness and representation of the rules and regulations, and to improve the effectiveness and recognition of the implementation.

2.Strengthen the construction of information management system, realize information sharing and process automation, and improve management efficiency.

3. Establish various standards and guidelines to provide norms and reference basis for work, such as quality standards, teaching guidelines, etc.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1. Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientific and effective management and prevent various risks.

3. According to the actual situation of the school, scientifically plan the content, objectives and timetable of system construction.

4.Establish procedures and processes for system construction to ensure transparency, fairness and openness.

Interviewee 19

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. Set up a regular review and revision mechanism of rules and regulations, update and improve the system according to the development of the university and the actual situation, and keep it abreast of The Times.

2. Publish the established rules and regulations to the whole school in a timely manner, and strengthen publicity through meetings, training and other forms to improve the awareness and compliance of all members.

3. The system construction should be revised and improved at any time according to needs.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Strengthen information construction, establish information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

2. Regularly carry out training and communication activities related to the organizational system to improve the cognition and compliance awareness of teachers, students and staff to ensure the effective implementation of the system.

3. Divide the rules and regulations according to the management field and level, so as to facilitate management and reference.

4. Regularly evaluate the implementation effect of the rules and regulations, and revise and improve them in time according to the actual situation.

Interviewee 20

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1. Set rules and regulations according to different management fields and levels, such as administrative management, teaching and research, student management, etc., so as to facilitate management and implementation.

2.Establish a performance appraisal mechanism, set up performance evaluation indicators, and motivate the enthusiasm of faculty and staff.

3.Normalize publicity and education of rules and regulations: normalize publicity and education of rules and regulations and integrate them into the daily education and management of the school.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational systems, my suggestions are as follows:

1. Establish a harmonious teamwork atmosphere, strengthen inter-dep rtmental communication and cooperation, and improve work efficiency and quality.

2. Divide the rules and regulations according to the management field and level, easy to manage and consult.

3. Regularly evaluate the implementation of rules and regulations, and rectify problems in time.

Interviewee 21

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1.Determine the responsible person or department responsible for the compilation and management of rules and regulations, and establish the process and

standards for the compilation of rules and regulations, including approval, announcement and implementation.

2. Classify rules and regulations according to different management fields and levels, such as administrative management, teaching and research, student management, etc., to facilitate management and implementation.

3.Formulate articles of association or articles of association to define the organizational structure, management level and division of responsibilities of the school.

4. Normalize the publicity and education of rules and regulations and integrate them into the daily education and management work of the school.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational systems, my suggestions are as follows:

1. Establish a clear organizational structure and management system, clarify the responsibilities and authority of each department and post, and avoid work conflicts and delays caused by unclear responsibilities.

2.Formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work process and code of conduct.

3. System construction is a process of continuous improvement and should be revised and improved at any time as needed.

4.Strengthen publicity and education: carry out regular publicity and education activities to improve the awareness and compliance of the system among teachers and students.

Interviewee 22

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestions are as follows:

1. Establish a complete system of rules and regulations and formulate various rules and standards.

2. Multi-party participation in the formulation of rules and regulations to ensure the comprehensiveness and representation of rules and regulations, and improve the effectiveness and recognition of implementation.

3. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Establish a sound internal control mechanism, including audit supervision, risk management, etc., improve the scientificity and effectiveness of management, and prevent all kinds of risks.

2. Establish a harmonious teamwork atmosphere, strengthen communication and cooperation between departments, and improve work efficiency and quality.

3. Establish a sound reward and punishment mechanism to encourage the behavior of complying with the system and punish the behavior of violating the system.

4. Establish a feedback mechanism for system construction, collect and deal with relevant opinions and suggestions in a timely manner.

5. Train relevant personnel on system construction to improve their level of system construction and application.

Interviewee 23

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1. The rules and regulations formulated should strictly follow the national laws and regulations and the relevant policies of the university to ensure the legality and compliance, and at the same time update in time to adapt to changes in the law.

2. Establish a mechanism for regular review and revision of rules and regulations, update and improve the system according to the development and actual situation of the school, and keep it abreast of The Times.

3. Strengthen the construction of information management system, realize information sharing and process automation, and improve management efficiency.

4. Strengthen standardized management, promote the standardization and procedures of various management work, and improve the scientific and normative management.

5. Establish various standards and guidelines to provide normative and reference basis for work, such as quality standards, teaching guidelines, etc.

For Guangxi higher vocational colleges to strengthen the construction and management of organizational system, my suggestions are as follows:

1.Formulate standard rules and regulations, covering administrative management, teaching and research, student management and other aspects, standardize the work flow and code of conduct.

2. Establish a sound internal control mechanism, including audit supervision, risk management, etc., to improve the scientificity and effectiveness of management and prevent various risks.

3. Strengthen information construction, establish an information management system, realize information sharing and process automation, and improve management efficiency and accuracy.

4. Regularly carry out training and communication activities related to the organizational system to improve the cognition and compliance awareness of teachers, students and staff to ensure the effective implementation of the system.

Interviewee 24

In my opinion, to construct a perfect organizational system in Guangxi higher vocational colleges, my suggestion is as follows:

1.Establish a complete system of rules and regulations, covering administrative management, personnel management, financial management, teaching management and other aspects.

2. Formulate academic rules, codes of conduct, quality standards, etc., to standardize the internal behavior and management process of the school.

3. Establish the system implementation supervision mechanism, strengthen the supervision and inspection of the implementation of the system, and timely correct

and improve the problems found to ensure the effective implementation of the system.

For Guangxi higher vocational colleges to strengthen the construction and management of the organizational system, my suggestions are as follows:

1. Formulate clear system construction goals and development directions to ensure that the system is compatible with the development of the university.

2. Encourage all teachers, students and staff to participate in the system construction process to promote consensus and cooperation.

3. Continuously optimize the organizational system, improve and perfect the system according to the actual situation, and make it more suitable for the development and reform of the school.

4. Establish a supervision and evaluation mechanism to supervise and evaluate the implementation of the organizational system, identify problems in time and take improvement measures.

4. Assessment Checklist

Assessment checklist of Guideline to organizational management of Guangxi higher vocational colleges

Thank you very much for your busy schedule and participation in the evaluation of this study. Please assess the suitability and feasibility of Guideline to organizational management of Guangxi higher vocational colleges, with the numbers 5, 4, 3, 2 and 1 corresponding to extra high, high, average, low and extra low.

Assessment checklist	Suitability					Feasibility				
Supporting organizational goals	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
1. Define the organization's vision and mission, and ensure that its goals are aligned with the vision and mission.										
2. Improve SMART goals (specific, measurable, achievable, relevant, and time-bound.)										
3. Strengthen the setting of staff participation in organizational goals.										
4. Improve the construction of a multi-level organizational target system.										
5. Improve the organizational goal monitoring and evaluation mechanism.										
Supporting organizational goals	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
6.Increase resources and help for organizational goals.										

Assessment checklist	Suitability					Feasibility				
7. Align organizational goals with employees' personal development and career goals.										
8. Improve the flexibility and suitability of goals to respond.										
Optimizing organizational structure	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
1.Strengthen the functions and responsibilities of all departments and posts.										
2. Improve the organizational hierarchy and determine the management levels and their rights and responsibilities.										
3.According to the needs of organizational development, improve each organization.										
4.Improve the power structure and clarify the scope of functions and powers of each post.										
5.Strengthen the establishment of cross-departmental collaboration mechanisms.										
6.Strengthen informatization construction.										
7. Strengthen the evaluation of the effectiveness and suitability of the organizational structure.										

Assessment checklist	Suitability					Feasibility				
Enhancing organizational power	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
1. Improve the organizational power framework and clarify decision-making procedures and power limits.										
2. Improve a transparent and open management and decision-making mechanism.										
3. Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making.										
4. Improve and establish an effective appeal mechanism and supervision mechanism.										
5. Improve the mechanism of decentralization and checks and balances.										
6.Strengthen the democratic participation of teachers and students in management and decision-making.										
7.Improve the transparency and openness of management.										
8.Promote equality of opportunities between teachers and students.										

Assessment checklist	Suitability					Feasibility				
Enhancing organizational power	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
9.strengthen the training and education of laws, regulations and powers.										
Optimizing 0rganizational culture	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
1.Establish core values and integrate them into all aspects of colleges.										
2. Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society.										
3.Strengthen the scientific research innovation and practical ability of teachers and students.										
4. Strengthen communication and collaboration, promote teamwork.										
5. Promote diversity and inclusion, respect individual differences.										

Assessment checklist	Suitability					Feasibility				
Optimizing 0rganizational culture	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
6. Strengthen establish an efficient service system, provide quality services to teachers and students.										
7. Respect academic freedom, encourage academic research and ideological exploration.										
8.Strengthen evaluate the effectiveness of organizational culture construction.										
Improving organizational systems	**5**	**4**	**3**	**2**	**1**	**5**	**4**	**3**	**2**	**1**
1. Improve the organizational structure and management system, clarify the responsibilities and authority.										
2. Improve rules and regulations, standardize working procedures.										
3. Strengthen the internal control mechanism, including audit supervision, risk management, etc.										
4. Strengthen the establishment of information management system, realize information sharing and process automation.										
5. Strengthen system learning and communication.										
6.Improve the supervision and evaluation mechanism.										

Assessment checklist	Suitability					Feasibility				
7. Strengthen the communication and teamwork among various departments.										
8. Constantly optimize and improve the organizational system.										

Appendix D

The Results of the Quality Analysis of Research Instruments

Reliability Analysis

Simplified Format of Cronbach's Reliability Analysis		
Number of Items	Sample Size	Cronbach's Alpha Coefficient
57	30	0.970

From the table above, it can be seen that the reliability coefficient value is 0.970, which is greater than 0.9, indicating that the quality of the research data reliability is high. Regarding the "α coefficient with deleted items," the reliability coefficient does not significantly increase when any item is deleted. Therefore, it indicates that the items should not be deleted. Regarding the "CITC value," the CITC values for all analyzed items are above 0.4, indicating that there is a good correlation between the analyzed items, which also indicates a good reliability level. In summary, the reliability coefficient value of the research data is higher than 0.9, which comprehensively indicates high data reliability quality and can be used for further analysis.

Appendix E

Certificate of English

BANSOMDEJCHAOPRAYA
RAJABHAT UNIVERSITY

This is to certify that

Mrs. Wei Xueying

Achieved BSRU English Proficiency Test (BSRU-TEP) level

C2

Given on 25th January 2021

(Assistant Professor Dr Kulsirin Aphiratvoradej)

Director

Appendix F

The Document for Accept Research

ที่ อว ๐๖๑๑.๐๑/ว๓๔๕๑ มหาวิทยาลัยราชภัฏเชียงราย
อำเภอเมือง จังหวัดเชียงราย ๕๗๐๐๐

๖ มิถุนายน ๒๕๖๗

เรื่อง ยืนยันตอบรับการตีพิมพ์บทความ

เรียน Mrs.Wei Xueying, Associate Professor Dr.Niran Sutheeniran, Assistant Professor Dr. Patchara Dechhome and Assistant Professor Dr. Kulsirin Aphiratvoradej

ตามที่ท่านให้ความสนใจส่งบทความ เรื่อง "Guidelines for Organizational Management of Guangxi Higher Vocational Colleges" เพื่อตีพิมพ์ในวารสารครุศาสตร์วิชาการ มหาวิทยาลัยราชภัฏเชียงราย ซึ่งเป็นวารสารวิชาการที่มีผู้ทรงคุณวุฒิในการพิจารณาบทความ จำนวน ๓ ท่าน ซึ่งไม่เป็นผู้มีส่วนได้ส่วนเสียหรือสังกัดเดียวกันกับผู้นิพนธ์ และอยู่ในฐานข้อมูลของศูนย์ดัชนีการอ้างอิงวารสารไทย (TCI) กลุ่มที่ ๒ และทางกองบรรณาธิการได้แจ้งให้ท่านปรับแก้ตามข้อเสนอแนะของผู้ทรงคุณวุฒิ ตามความทราบแล้วนั้น

บัดนี้ ทางกองบรรณาธิการฯ ได้รับบทความที่มีการแก้ไขจากท่านเรียบร้อยแล้ว และมีความยินดีจะแจ้งให้ท่านทราบว่า บทความดังกล่าวของท่านจะได้รับการตีพิมพ์ในวารสารครุศาสตร์วิชาการ มหาวิทยาลัยราชภัฏเชียงราย เล่มปีที่ ๑๑ ฉบับที่ ๑ (มกราคม – เมษายน ๒๕๖๙)

จึงเรียนมาเพื่อโปรดทราบ และขอขอบคุณที่ท่านให้ความสนใจส่งบทความเพื่อตีพิมพ์กับทางวารสารครุศาสตร์วิชาการ มหาวิทยาลัยราชภัฏเชียงราย

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร. ไพรก รัตนชูวงศ์)
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กองบรรณาธิการวารสารครุศาสตร์วิชาการฯ
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