STRATEGIES FOR IMPROVING HUMAN RESOURCE
MANAGEMENT IN GUANGXI UNIVERSITIES

HUANG CHUNQING

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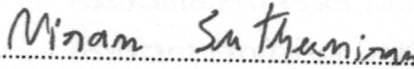the Degree of Doctor of Philosophy Program in Educational Administration
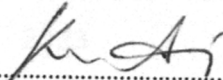Academic Year 2023
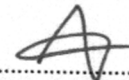Copyright of Bansomdejchaopraya Rajabhat Univerity

Thesis Title   Strategies for Improving Human Resource Management in Guangxi Universities

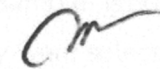**Author**   Mr.Huang Chunqing

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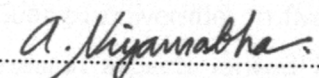
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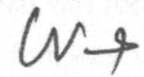
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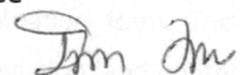
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ABSTRACT

The objectives of this research were 1) to study the level of human resource management in Guangxi universities, 2) to develop strategies for improving the human resource management in Guangxi universities, 3) to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities. The sample group of this research were 368 administrator in universities in Guangxi. They were selected by systematic random sampling and sample random sampling. The interview group was the administrators from each university, totaling 10 people. The experts for evaluated the suitability and feasibility of the strategies of improving the human resource management in Guangxi universities consisted of high-level administrators from each university, totaling 15 people. The research instruments were document analysis, questionnaire, SWOT analysis, structured interview and evaluation form. The statistic to analyze the data were percentage, mean, standard deviation, and content analysis.

The results were found that the current situation of human resource management in Guangxi universities in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was recruitment and staffing, followed by strategic planning, and incentive mechanism was the lowest mean. The strategies for improving the human resource management in Guangxi universities, the researcher proposes: enhancing strategic planning, improving recruitment and staffing, improving training, enhancing incentive mechanism, improving performance appraisal, a total of 33

measures. The results about evaluation of the suitability and feasibility of the strategies are at highest level.

Keyword: strategies for improving, human resource management, Guangxi universities

ชื่อเรื่อง	กลยุทธ์กระดับการจัดการทรัพยากรมนุษย์ในวิทยาลัยและมหาวิทยาลัยมณฑลกว่างซี
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บทคัดย่อ

วัตถุประสงค์ของการวิจัยคือ : 1. วิจัยระดับการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซี 2. สร้างกลยุทธ์ปรับปรุงการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซี 3. ประเมินความเหมาะสมและความเป็นไปได้ในการปรับปรุงการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซี โดยเป้าหมายของการวิจัยนี้คือผู้ดูแล 368 ท่านของมหาวิทยาลัยมณฑลกว่างซี พวกเขาใช้วิธีการสุ่มตัวอย่างเพื่อทำการสุ่ม โดยกลุ่มสัมภาษณ์ประกอบด้วยเจ้าหน้าที่ธุรการจากมหาวิทยาลัยต่าง ๆ รวมทั้งสิ้น 10 คน ผู้เชี่ยวชาญในการประเมินความเหมาะสมและความเป็นไปได้ในการปรับปรุงการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซีประกอบด้วยผู้ดูแลระดับสูงจากมหาวิทยาลัยต่าง ๆ รวมทั้งสิ้น 15 คน เครื่องมือในการวิจัยรวมถึงการวิเคราะห์วรรณกรรม แบบสอบถาม การวิเคราะห์ SWOT การสัมภาษณ์แบบมีโครงสร้างและตารางประเมิน การวิเคราะห์ข้อมูลโดยใช้เปอร์เซ็นต์ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์เนื้อหา

ผลลัพธ์พบว่า :

สถานการณ์ปัจจุบันของการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซีอยู่ในระดับสูงห้าด้าน ดูจากผลการวิจัยแล้ว ค่าเฉลี่ยเรียงตามลำดับจากสูงไปต่ำคือ : ค่าเฉลี่ยสูงสุดคือการรับสมัครและจัดหาบุคลากร จากนี้คือการวางแผนกลยุทธ์ ส่วนค่าเฉลี่ยต่ำที่สุดคือกลไกสนับสนุน ปรับปรุงกลยุทธ์การจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยมณฑลกว่างซี ผู้วิจัยเสนอคำแนะนำต่อไปนี้ : เสริมสร้างแผนทางกลยุทธ์ ปรับปรุงการรับสมัครและจัดหาพนักงาน ปรับปรุงการฝึกอบรม เสริมสร้างกลไกการกระตุ้น ปรับปรุงการประเมินประสิทธิภาพ รวม 33 มาตรการ ผลการประเมินความเหมาะสมและความเป็นไปได้ของกลยุทธ์ล้วนอยู่ในระดับสูงสุด

คำสำคัญ : ปรับปรุงกลยุทธ์ การจัดการทรัพยากรมนุษย์ วิทยาลัยและมหาวิทยาลัยมณฑลกว่างซี

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Chapter 1
Introduction

Rationale

With the continuous development of society, people recognize the importance of human resources more and more profoundly, as the first economic and social resources, human resources development and management in promoting economic development and social progress plays a vital role. 21st century, the core of enterprise competition is talent, absorb, motivate, cultivate the enterprise required by the enterprise required by the enterprise talent, become the main task of human resources management. At present, human resource management has become the core content of the management of enterprises, governments and ministries of education, reasonable and effective human resource management plays a vital role in organizational effectiveness. Therefore, improving the effectiveness of human resource management has become an important topic of concern for scholars. Liu, Yingying (2018, p.5)

In 2003, the Chinese government issued the Decision on Further Strengthening Talent Work, which made it clear that human resources have become an important strategic resource, and that it is necessary to incorporate talent work into the overall planning of the country's economic and social development, vigorously develop talent resources, and take the strategy of strengthening the country with talent. The basic requirements for the national implementation of the strategy of strengthening the country with talents are: 1) to strengthen human resources capacity building and promote human resources development; 2) to strengthen talent cultivation, reform the mechanism, content and methods of education and training, and intensify the efforts in education and training; 3) to insist on reform and innovation, and make efforts to form a scientific mechanism for evaluating and utilizing talents; and to set up a scientific, socialized mechanism for evaluating talents based on the guidance of ability and performance; 4) to improve the distribution and incentive mechanism, and gradually establish a remuneration system for educational units that conforms to the characteristics of various types of educational units, reflects job performance, and is managed on a graded and classified basis.

The Ministry of Education of China issued the Guiding Opinions on Deepening the Reform of the Assessment and Evaluation System for Teachers in universities in 2016, which clearly stated that assessment and evaluation are the basis for personnel management such as the selection and recruitment of teachers in universities, as well as their appointment, remuneration, rewards and punishments. Appraisal and evaluation policy is to mobilize teachers' enthusiasm and initiative "baton", the new period of college and university education has a global, fundamental impact. universities in human resource management should innovate the talent evaluation mechanism, highlight the character, ability and performance evaluation, improve the talent evaluation and assessment methods.

At present, China has put forward the strategy of developing the country through science and education, which puts forward higher requirements for the establishment of the management system of higher education, universities should constantly deepen the reform of the management mechanism, especially the reform of human resource management, which puts forward higher expectations and requirements. The improvement of the overall quality of human resources in universities depends to a large extent on the level of human resource management, and teachers are the most important resources in the human resources of universities, is an important factor that determines and restricts the overall development and effectiveness of the work of universities, and its quality and structure directly determines the level of teaching and scientific research and the quality of education in universities. Guan Yunfei (2009, p.16)

The development and management of human resources in universities is an important means to improve the quality of education and the efficiency of school running and to enhance the core competitiveness of universities. Human resource management in universities is the process of managing various tasks such as staff training, performance evaluation and incentives in universities according to the universities' own development planning, guided by scientific management methods. Xing Zhouling (2009, p.11)

Guangxi is located in the southwest border of the motherland, the economy is relatively backward, the foundation and conditions of higher education are poor, the level of human resource management in universities compared with the developed provinces there is a certain gap. Guangxi universities are facing problems

such as the loss of excellent talents, insufficient management innovation, unsound personnel training and development mechanism, lack of high-level talents, malfunctioning performance appraisal system, and unremarkable incentives. To solve these problems, human resource management theory can play a great role.

Guangxi Arts university is located in the city of Nanning in Guangxi province. It is a public university. I have been working in Guangxi Arts university since 2014, mainly engaged in administrative management. In the actual work, I found that the school has problems such as backward concepts of human resource management, imperfect systems, lack of training for teachers, unsound incentives, unreasonable performance appraisal, and lack of strategic planning for talent development. These lead to the low efficiency of human resource management in schools, which is not conducive to the long-term development of schools.

Based on the above situation, the author decided to conduct a research on the improvement strategy of human resource management in Guangxi universities. This study will be based on the theory of human resource management. Through questionnaire survey, interviews and other research methods, analyze the current situation and reasons of human resource management in universities in Guangxi. Using statistical analysis techniques, the improvement strategies of human resource management in Guangxi universities will be proposed on this basis. Finally, the feasibility of the proposed strategies will be evaluated.

Research Questions

1. What level of the human resource management in Guangxi universities?

2. What are the strategies of improving for the human resource management in Guangxi universities?

3. Are the strategies of improving for the human resource management in Guangxi universities suitability and feasibility?

Objectives

1. To study the level of human resource management in Guangxi universities.

2. To develop strategies for improving the human resource management in Guangxi universities.

3. To evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities.

Scope of the Research

Population and the Sample Group

Population

The population consisted of administrators of 5 universities in Guangxi about 8,900 people.

The Sample Group

According to the sampling table proposed by Krejcie and Morgan (1970). The sample group consisted of administrators with a total of 368 people. The samples came from 5 universities in Guangxi (Guangxi University of Science and Technology, Baise University, Guangxi Normal University, Guangxi Arts University, Guangxi University of Finance and Economics), which are characterized by different disciplines and specializations. The sampling technique are systematic random sampling and sample random sampling.

Key Informations

This study will interview 10 people related to universities in Guangxi. The interviewees must fulfil the following criteria: 1) they are involved in human resource management at universities in Guangxi and have been engaged in human resource management for 8 years or more, 2) they are familiar with the mode of operation of universities and have a deep understanding of human resource management, 3) must be willing to participate in a structured interview transcription system, 4) be willing to review the interview transcripts for validation.

According to the actual situation of human resource management in universities in Guangxi, 15 experts meeting the following conditions were selected to evaluate the human resource management strategies of universities in Guangxi: 1) managers who have been engaged in human resource management for 5 years or more, 2) from different universities, 3) with senior titles or doctoral degrees, who

have a more in-depth understanding of human resource management and research.

The Variable

By reviewing the literature related to human resource management in universities, the variables for the study include : 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal.

Advantages

1. The purpose of the in-depth study of the human resource management model of universities is to establish a vibrant and perfect human resource management system for higher education in China, to create a good environment for the growth of talents, and to enable every teacher to give full play to his or her talents in the workplace. Therefore, the study of human resource management model in higher education can promote the management and development of human resources in Guangxi universities. This is an important content of the reform and development of higher education in Guangxi, and it is also an inevitable requirement for higher education to adapt to the social and economic development.

2. The research of human resource management theory can enrich the connotation of human resource management in Guangxi universities, expand the theory of human resource management, and provide theoretical basis for the enhancement of human resource management in universities in Guangxi. By using the relevant theories of human resource management, combined with the reality of Guangxi universities, it can improve the level of human resource management in Guangxi universities, and maximize the effectiveness of human resource management universities.

3. Through in-depth analysis of human resource management in Guangxi universities, it can put forward the strategy of improvement, which has a guiding role in human resource management in universities. It can promote the institutional reform of Guangxi universities, improve the quality of higher education in Guangxi, and provide factual basis for the decision-making of university managers.

4. The research of human resource management in universities can provide reference and reference to the human resource management of other universities, and can also be used as a reference basis for the education department to formulate human resource management policies. The level of human resource management in

universities depends largely on the human resource management concepts and methods of universities. Excellent human resource management concepts in universities can stimulate people's enthusiasm and creativity, explore human potential, make human resource management in universities adapt to the needs of social development, and promote the long-term development of universities.

Definition of Terms

Human resources refers to the sum of all the working population that can be put into social and economic activities as a factor of production within a certain range. Human resources include the physical fitness of workers, the education level of workers, the intelligence of workers, the skills of workers and the moral quality of workers. Human resources are the population with the ability to work, which can promote economic and social development, so it is also called labor or labor resources.

Human resource management refers to the planning, organization, control and coordination of human resources in the organization in order to achieve its goals and improve efficiency, using relevant scientific knowledge and principles such as psychology, sociology, management and anthropology, planning, selection, recruitment, training and use, assessment and incentive planning, organization, control and coordination. Human resource management is the entire management process and activities of an organization to acquire, use, motivate, develop and retain human resources. The main contents of human resource management include talent selection, personnel training and development, incentives, performance appraisal, salary management, strategic planning and other aspects. The goal of human resource management of the university is to fully mobilize the enthusiasm of employees, improve the efficiency of human resource management of the university, and maximize the interests of the organization.

University education administrators are those who plan, direct and coordinate the university's development, education, student management and services, and other education-related activities. The educational administrators of the university include leaders, managers and teachers. They play an important role in the university, which requires both managerial skills and educational missions. They need to develop the school's development strategy, plan the allocation of school resources, and ensure that

policies inside and outside the school are implemented.

Strategy refers to the face of the complex survival and development situation, the organization should make a reasonable analysis of its own external and internal development environment, and make a reasonable and comprehensive analysis and planning for the long-term development of its own organization. Human resource managements strategies refers to the organization in order to achieve its own strategic objectives, in strategic planing, recruitment and staffing, training, incentive mechanism, performance appraisal and other aspects of the formulation of the overall measures. Organizations must start from the actual situation, in the analysis of the external competitive environment and internal strengths and weaknesses on the basis of the development of human resources strategy in line with the organization's strategy.

Strategic planning refers to the rational analysis and forecasting of the organization's demand for and supply of human resources in a changing environment, and the development or adjustment of corresponding implementation programmes to establish overall objectives for the organization for a longer period of time in the future and to seek the organization's advantageous position in the environment. Strategic planning includes: clear strategic development goals and vision for the future; guidance on key human resource activities such as recruitment, training, performance appraisal, etc.; adequate communication and active listening to opinions and suggestions to ensure the scientific nature of the strategic plan; implementation of strategic human resource monitoring and feedback, and regular revisions and adjustments to the strategic human resource management plan. The university's strategic human resource management planning should be consistent with the country's educational goals, and emphasizing the effectiveness of strategic planning.

Recruitment and staffing refers to the process of searching for and attracting those who are capable and interested in serving in the organization, and selecting suitable personnel to be hired and assigned to suitable positions according to the requirements of human resource planning and job analysis for the development of the organization. It includes the formulation of talent demand planning, open and transparent recruitment process; according to the needs of the department or team, the preparation of job recruitment specifications; careful evaluation and inspection of job seekers, selecting competent personnel to meet the needs of the work; employment and signing of labor contracts; according to the needs of the job setup,

the allocation of the appropriate positions; the implementation of the job rotation system, the re-selection and appointment. Efficient recruitment and staffing is important, the optimal allocation of human resources in the university has the use to achieve the long-term goal of organizational development.

Training refers to a planned activity undertaken by an organization to improve the work-related competencies of its employees. The purpose of training is to enable employees to acquire those knowledge, skills and behaviors emphasized in the training plan and to apply the knowledge, skills and behaviors to their daily work activities. It includes: the establishment of a training management system; training needs analysis; the development of training objectives, plans, content; training budget and management; the design and development of training courses; the classification of training according to the different target groups; knowledge, competence, professional ethics training; the evaluation of the training effect; the popularization of new knowledge and new skills. University administrators and teachers can only adapt to their new positions after training, and training is essential for personal improvement and growth, as well as for the improvement of teamwork efficiency.

Incentive mechanism refers to the process of stimulating people's work motivation, mobilizing their enthusiasm and developing their potential through internal or external stimuli. Material incentives and spiritual incentives for employees are effective incentives. Incentive mechanisms include motivating employees to take the initiative to participate in management; setting outstanding employees as role models; awarding honorary certificates to employees with outstanding work; setting challenging goals; negative incentives; emotional incentives; environmental incentives; and motivational promotion systems. The incentive mechanism of the university is oriented to the strategic objectives, considering the personal needs and development needs of the staff, and formulating a long-term incentive plan in order to realize the optimal effect of incentives.

Performance appraisal refers to the formal activity in which the organization regularly examines, evaluates and measures the work behaviour and performance of an individual or group of individuals. Performance appraisal is an interactive relationship between an organization and an individual or group of people. Performance appraisal includes: formulating performance appraisal plan; selecting

performance appraisal methods; specifying performance appraisal indicators and weights; collecting performance appraisal data; analyzing performance appraisal results; feedback on performance appraisal results; appealing performance appraisal results; and applying performance appraisal results. Performance appraisal is the purpose to improve the overall performance of the organization of the university.

Research Framework

Lunenburg, F.C. & Ornstein, A.O (2008, p.308) conducted in-depth research on relevant topics in the field of educational management, combined the theory and practice of educational management, and proposed human resource management steps in the field of educational management. He believes that for today's managers, it is necessary to pay more attention to the process management and regulation of human resources. He believes that human resource management in the field of education includes five aspects: strategic planning, recruitment and staffing, personnel training, incentive mechanism, and performance appraisal. Human resource management in schools is very important for the healthy development of the organization.

Based on the theories of human resource management, the research framework of this paper is show in Figure 1.1

Human resource management:
1. Strategic Planning
2. Recruitment and staffing
3. Training
4. Incentive mechanism
5. Performance appraisal

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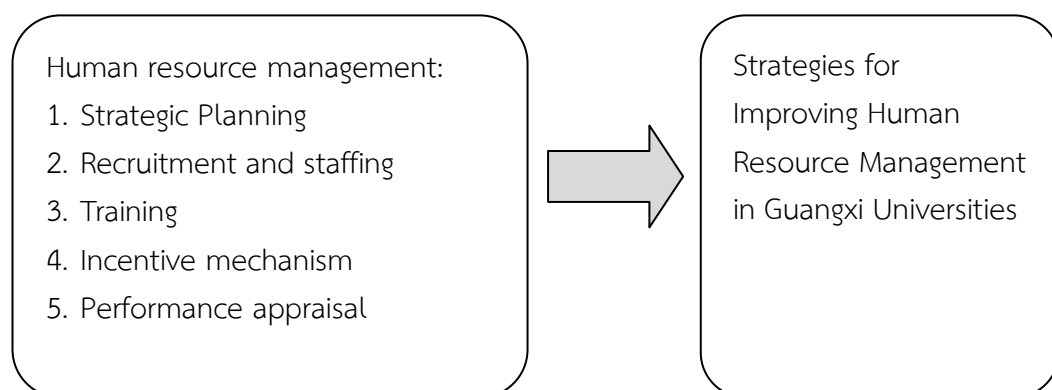
Figure 1.1 Research Framework

Chapter 2
Literature Review

This chapter will focus on the research questions raised in Chapter 1 and summarize the main theoretical basis and related researchers involved in this research, so as to clarify the theoretical inheritance, improvement and expansion relationship between this research and existing achievements. In order to explore the theoretical basis of the Human Resource Management of University, this chapter sets out the theories as follow:

1. Concept of Educational Administration
2. Concept of strategy
3. Concept of Human Resource Management
4. Context of Human Resource Management in Guangxi Universities
5. Theories of Human Resource Management
6. Relate research

Concept of Educational Administration

Educational management is the process of activities in which managers, through organizing and coordinating educational teams, give full play to the role of educational human, financial, and material information, and make use of various favorable conditions within education to achieve the goals of educational management in a highly efficient manner.

Liu Guangliang (2014, p142) Educational management refers to the process of predicting and planning, organizing, coordinating, motivating and monitoring the whole educational system as well as various types of educational organizations at all levels and levels under the common constraints of political, economic, cultural and other factors in the country or region, following the law of the development of education itself, and realizing the orderly process of improving the quality of education, improving the conditions of schooling, and promoting the development of education and the growth of educational management personnel through the rational allocation of limited educational resources Process.

Qin Hua (2020, p4) Educational management is the process of coordinated activities in the educational process through a variety of means or ways of planning and integrating the existing educational resources (including people, money, materials, time, space, information) so that they can operate effectively in order to make them achieve the goals of the organization.

Li Na (2020, p117) Educational management mainly contains educational decrees, regulations, administration, and change. Educational management is a dynamic process of creating a good internal and external environment for the operation and normal development of education, teaching, scientific research and production activities, and organizing, controlling, guiding and coordinating these activities, coordinating and configuring various resource conditions, so as to make the various parts of the elements of the effective combination and give full play to their respective effectiveness.

Wang, Hui jie (2021, p87) Educational management refers to the cooperation of educational administration, educational institutions and agencies in the process of education, through the rational use of management techniques and management methods, the comprehensive management of human resources, time, space, funds, equipment and other resources, so that the utilization rate of educational resources in the work of education can be effectively improved, and the management of education can be better accomplished.

Sun Yan & Jiang Dalong (2021, p107) Educational management refers to the comprehensive realization and completion of specific educational objectives and prescribed educational tasks, and at the same time, it is also necessary to further standardize the order of teaching and systematic management of all aspects of the actual educational management process, which not only covers the management of educational objectives, but also covers the management of the educational process as well as the management of the quality of education, and in addition, it also contains the management of teachers and students.

Cheng Pingmu (2023, p7) Educational management is the process of managers' activities to achieve the goals of educational management with high efficiency by organizing and coordinating the educational team, giving full play to the role of human, financial, material and other resources, and making use of various favorable conditions.

Dai Yan & Huang Jiapan (2023, p11) In the practice of China's education management system reform, the macro level focuses on coordinating the relationship between the national education management department and the local education management department, the national and local education management department and other departments, and the national and local management department and school-running entities, and mobilizing the positivity, initiative, and creativity of the main body of management and the main body of school-running; and the micro focuses on solving the problem of internal management of the school organization, defining the responsibilities and division of labor of various levels and departments, and stimulating the development of the management of the school. departments' responsibilities and division of labor, and stimulate the overall vitality of school running.

Liu, Nan & Hou, Huaiyin (2023, p66) Educational management is the science of studying the process of educational activities and its laws, through planning, organizing, guiding, coordinating and controlling educational activities to achieve the optimal allocation of resources for social educational activities. Under the guidance of the leaders, educational management departments use scientific methods and approaches to plan, organize, guide, supervise and coordinate educational institutions and organizations at all levels to achieve a reasonable allocation of limited educational resources, to achieve the goals of improving educational quality, enhancing the effectiveness of schooling, stabilizing the teaching order, and upgrading the conditions of schooling in order to promote the development of the educational cause.

To sum up, education management includes education administration and school management, which is to take the management activities of the whole national education system as the object of study, to take the decrees and regulations of education as the basic basis of management, and to carry out the planning, organization, guidance and control of education investment, education supervision and education structure management for the whole national education administration system and all kinds of schools at all levels, thus realizing the goal of cultivating talents for the country.

Educational Management in Universities

Education management refers to the organization, leadership and management of education and schools by the state or local government. Kang, Cuiping & Sun, Miantao (2002, p27) According to the view, educational management is an activity in which educational administrators use certain principles and methods to rationally allocate educational resources, guide the organization and direct educational personnel to complete educational tasks and achieve educational goals under specific conditions.

Chen Xiaobin (2009, p112) The viewpoint that education management is the act of following the objective law of education and rationally allocating various educational resources to realize the educational policy and educational goals in a specific social environment is endorsed. Educational management not only ensures that educational activities are carried out in a purposeful and planned manner, but also involves the effective allocation of educational resources and the improvement of the efficiency of their use.

Yan, Lijie (2018, p82) University education management refers to the management of the university education process and things related to it and the solution of problems arising from it. The innovation of university education management is very important, which can improve the system construction of the university and improve the efficiency of management.

Li Peng (2022, p140) The modernization of education governance system and education governance capacity In order to realize the modern education governance value goal of "seeking good governance by common governance", it is necessary to build and improve the education governance system, and clarify the functions of the government, school and society. The government should change its functions and expand the autonomy of schools; society should participate in running schools and form a joint mechanism between all parties; and schools should improve their internal governance structure system and enhance their internal governance capacity.

Wang, Xiwen (2015, p24) The innovation of higher education mechanism includes: the innovation of management concept, the innovation of management system, the innovation of management discipline, and the innovation of management teaching. Under the new situation, China should in the future build up

a modern higher education school governance structure in which the school operates in accordance with the law, manages independently, participates in society, and supervises democratically.

Li, Juanjuan & Dai, Kangxi (2023, p4) Educational management occupies an important position in the process of university development, and is the key to promoting the healthy and long-term development of higher education and implementing quality education work. In order to promote the effective change of education management, the university education management department should strengthen the degree of cooperation and communication with other internal parts. Universities should correctly recognize the positive impact of the development of science and technology on their education management, and apply the new era of artificial intelligence technology and big data technology and other advanced technological means to the work of university education management, so that every student can deeply feel and experience the new changes brought about by the development of science and technology for education management.

Xi Tiefei (2019, p2) Proposing the people-oriented concept to promote the innovation and optimization of education management work in universities, through the construction of humane care mechanism, improve the traditional evaluation system and evaluation mode for the majority of teachers and students, in order to mobilize the enthusiasm of educators in education, help learners to establish good learning habits, and improve the level of education in China.

Zhang Ruonan, Liu Yanan, Zhang Jianfei (2023, p541) University education management is the cornerstone for universities to maintain a healthy and stable development, and is also the basic requirement for cultivating talents. In order to better address university education management, it is necessary to establish a modern concept of management education. School managers of all departments should establish the concept of network technology education management in order to better build the university. School administrators must establish a modern concept of education management that is compatible with the times, and they should fully recognize the importance brought by the times.

Zhao Xinxin, Pang Jun (2023, p13) believes that from the point of view of the demands of university education management work, the difficulty of university administration work is generally higher than student management work.

Administrative management should not only do a good job of optimizing human resources, but also provide multiple levels of educational management help for the future stage of educational work, so that teachers can promote teaching practice in a good environment. Among them, further integration of educational management resources, optimize the allocation of human resources, material resources and educational resources is the key to improve the quality of university education management.

To sum up, university education management refers to the complete process of managing and regulating various elements in the school to create a sufficient learning atmosphere and learning conditions to achieve the educational goals. University education management needs to build and improve the education governance system, and clarify the functions of the government, school and society. Further integration of educational management resources, optimize the allocation of human resources, material resources and educational resources is the key to improve the quality of university education management.

Education Management System

In 1977, in order to accelerate the development of China's higher education, the state began to further adjust and deepen the educational management system of colleges and universities. In February of the following year, The State Council issued the Report of the Ministry of Education on Restoring and Running National Key institutions of higher Learning. In addition to mentioning the resumption of operation of key institutions of higher learning in China, the report further clearly put forward the management system of unified leadership and hierarchical management for national key institutions of higher learning. The release of the Report marks the restoration of the system of unified leadership and hierarchical management in China's higher education management, which has ushered in a new period of development for China's higher education management.

In 1979, the Chinese government approved the Report on the Recommendation to Re-issue (Decision on Strengthening Unified Leadership and Hierarchical Management of Institutions of Higher Learning), which proposed the implementation of a higher education management system of "unified leadership by the central government and management by the central government and the provinces, cities and autonomous regions." This management mode breaks the

previous form of centralized unified management, and is more conducive to mobilizing the enthusiasm and initiative of local governments and other business departments for the running of colleges and universities.

In 1982, The State Council issued the Decision on the Reform of the Education System, which proposed to reform the enrollment and distribution system of higher education, expand the autonomy of institutions of higher learning, and gradually implement the headmaster responsibility system in schools. This is a relatively complete academic system, China's higher education system is gradually in line with the world. Since then, the National Education Commission has been established, which is mainly responsible for the formulation of education plans, coordination of education work, supervision of education reform and other tasks.

From 1993 to 2000, China promulgated a number of educational laws and regulations, including the Outline of China's Education Reform and Development, the Higher Education Law of the People's Republic of China, and the Plan for Revitalizing Education for the 21st Century. The main contents are: to improve the laws and regulations of higher education, higher education should actively adjust, strive to explore and reform, have a greater development in scale, more reasonable structure, and significantly improve the quality and efficiency.

In the 21st century, The State Council issued the Outline of the National Medium and Long-Term Education Reform and Development Plan, of which the comprehensive reform of higher education is one of the important contents. The purpose of the reform is to establish a diversified and sustainable development of modern university system with the goal of internationalization, popularization and lifelong development.

Zhao, Jing (2016, p135) It is believed that the management system of colleges and universities can determine the development of a college or university, and the advantages and disadvantages of the management system will determine whether colleges and universities can adapt to the requirements and changes of the new period. The old-style education management system has undoubtedly begun to hinder the development of colleges and universities. The old system has exposed the old educational concepts lead to the development of students overly balanced, single evaluation mechanism and other issues. We need to innovate and improve this, and innovate the concept of education.

To summarize, the higher education management system can clarify and divide the power of education administration at all levels, set up education administration institutions, and clarify the affiliation between education administration departments at all levels, and the essential problem reflected by these systems is how to manage and lead education. Actively implement the reform and innovation of higher education management system, is conducive to the overall development of higher education management system, is conducive to the optimal allocation of educational resources, as well as the steady improvement of the quality of education.

Concept of Strategy

Zhang, Aimin (2011, p207) Strategy originated from military competition, and the introduction of the concept of strategy into business management is also due to the fact that companies are facing increasingly fierce competition. The central concern of strategic management is the source and acquisition of competitive advantage. Strategic management is the process of strategic or strategically important management activities and behaviors implemented by strategic decision makers.

Gao Kunjing (2015. p81) Strategic human resources are a series of planned, strategic human resource deployment and management behaviors that are carried out and adopted to enable an organization to achieve its goals. Strategic human resource management still emphasizes the basic personnel management work, such as recruitment, selection, compensation management, training and so on, but these tasks are closely linked with the company's strategy.

Li, Penghong (2016, p130) Human resource strategy is the scientific analysis and prediction of the organization's demand and supply of human resources in the future changes in the internal and external environment, so as to formulate the corresponding human resource acquisition, application, maintenance and development strategy, to ensure that the organization gets the satisfaction of human resources in terms of quantity and quality in the needed time nodes and needed jobs, so as to enable the organization and individuals to obtain the benefits and sustained development.

Gong Lirong (2017, p206) Strategic management is the process of setting the direction for the organization, facilitating the coordination of the organization, and

providing consistency for the organization to better survive in the complex environment. Strategic management focuses on the interactive relationship between the organization and the environment, emphasizes external management, emphasizes the realization of long-term and overall goals, focuses on the wholeness, global, and whole process of management, and pursues the overall optimal posture of the organization, and it is at the core of the management system.

Li, Saiqun (2019, p12) The word "strategy" is derived from the Greek word "strategos", meaning military general, local administrator, and later evolved to mean: global consideration and planning to achieve global goals. Strategy refers to a series of global and long-term plans made on the basis of a comprehensive analysis of the internal conditions and external environment of an organization in order to achieve long-term survival and development. It is the method or plan that can lead to the ideal future.

Wang Yuzheng (2021, p84) Strategic human resources believe that the organization's human resources management should be designed against the organization's development strategy, based on the management of its own human resources status quo for the management of human resources management and the development of the organization, with the appropriate strategic human resources management function system to promote the organization's focus on the core strengths, strategic assets, organizational structure and culture, operational efficiency and strategic change.

Xue, Peng (2023, p118) HR strategy is the process of closely integrating HRM with organizational strategy. It not only focuses on pure employee management issues, but also pays more attention to how to support the long-term goals of the organization, enhance the competitiveness of the organization, and promote the sustainable development of the organization through the scientific allocation and development of human resources.

Zhang Jie (2023, p102) Human resource strategy is the long-term development plans and goals set by an organization in human resource management, and the formulation of an effective human resource strategy is crucial to the development and competitiveness of the organization. The purpose of formulating HR strategy is to be able to solve problems, contribute value and promote development, which requires paying attention to the organizational

development strategy, analyzing internal and external environmental situations, and formulating specific strategic contents and work plans according to local conditions.

To sum up, strategy refers to the face of the complex survival and development situation, the organization should make a reasonable analysis of its own external and internal development environment, and make a reasonable and comprehensive analysis and planning for the long-term development of its own organization. Human resource managements strategies refers to the organization in order to achieve its own strategic objectives, in strategic planing, recruitment and staffing, training, incentive mechanism, performance appraisal and other aspects of the formulation of the overall measures. Organizations must start from the actual situation, in the analysis of the external competitive environment and internal strengths and weaknesses on the basis of the development of human resources strategy in line with the organization's strategy.

SWOT strategy analysis

Hao, Xiaobin (2014, p95) Human resource management SWOT analysis is divided into four parts strengths, weaknesses, opportunities, and threats. It lists the four factors that exist in the objectives, finds the problems in human resource management after systematic analysis, and proposes coping strategies for the problems to solve them.

Hu Junhui (2015, p40) SWOT strategy analysis is widely used in strategic management fields such as corporate strategy formulation and competitor analysis. The internal existence of the research object's advantages, disadvantages, opportunities, threats of the external environment of the four aspects of the situation for a comprehensive analysis, the combination of different strategic options.

Li Weimin (2015, p115) SWOT analysis method requires us to accurately identify the four elements of advantages, disadvantages, opportunities and threats when we look at and analyze a problem, give full play to the advantages of the thing itself, overcome the disadvantages, seize the opportunities in the process of development, meet the various challenges we face, and achieve the ultimate goal.

Gan Feng, He Jiali (2022. P26) SWOT analysis is a comprehensive analysis method to formulate development strategies, plans and countermeasures on the basis of investigating various major internal advantages and disadvantages and external opportunities and threats that are closely related to the research object,

and applying the idea of system analysis.

Gao Yujiao, Yang Jian (2022, p117) SWOT analysis, also known as "situational analysis", is a method that combines the organization's external environmental factors and internal conditions to conduct a comprehensive analysis. The key of SWOT analysis is to base on the current situation of the organization, develop strengths, transform weaknesses, grasp opportunities and avoid risks. Among them, the measurement of strengths and weaknesses is mainly based on the exploration of the organization itself, while the clarity of opportunities and threats comes from the analysis of the organization's external environment.

Zhang Jie (2023, p103) SWOT analysis refers to the development of corresponding strategic goals and directions by evaluating the internal Strengths, Weaknesses of the organization's HR as well as the Opportunities and Threats in terms of external competition. Before conducting HR SWOT analysis, enterprises need to investigate and master some internal and external HR related data.

Cui Jia (2023. p136) SWOT analysis is a strategic management tool used to assess the strengths, weaknesses, opportunities and threats of an enterprise's internal and external environments in order to formulate a targeted strategic plan. The process of SWOT analysis: collect information, analyze the strengths and weaknesses, analyze the opportunities and threats, cross-analysis, and formulate a strategic plan.

To summarize, SWOT strategy analysis refers to the formulation of development strategies by analyzing the internal strengths and weaknesses of an organization, and the external opportunities and threats. SWOT is a method of strategic analysis, which draws conclusions by comprehensively evaluating and analyzing the strengths, weaknesses, opportunities, and threats of the object being analyzed. SWOT strategy analysis plays an important role in human resource management, and it can provide high reference value suggestions for human resource management decision-making.

Concept of Human Resource Management

Cai Xudong (2013, p25) Human resource management refers to the rational allocation of human resources in a planned manner according to the requirements of the organization's development strategy, and mobilizes the enthusiasm of employees, gives full play to the potential of employees, creates value for the

organization and brings benefits to the organization through a series of processes such as planning, recruitment, training, use, assessment, motivation and adjustment of employees in the organization. Ensuring the achievement of the organization's strategic goals is a series of human resources policies and corresponding management activities of the organization. These activities mainly include the formulation of organizational human resources strategy, employee recruitment and selection, training and development, performance management, compensation management, employee turnover management, employee relationship management, employee safety and health management, etc.

Lv, Shiman, Lan, Chunhong, Xing, Zhouling, & Jin, Zuoyan (2014, p8) It is believed that the essence of human resource management is people-oriented, through a series of activities to promote people and organizations to match and adapt and maintain this relationship to promote the development of the organization to a new height, but also to make the organization's human resources to be reasonably allocated to the use and development of the process.

Zhang Baoshun (2014, p87) Human resource management refers to the enterprise management activities and behaviors based on the development planning and requirements of the enterprise, using scientific methods, purposeful and planned recruitment, use, development, training, assessment and other aspects of human resources, through a series of activities to achieve the purpose of optimizing the allocation of human resources, motivating employees, and achieving development. Human resource management mainly includes the formulation of strategic planning for human resource development, employee recruitment and selection, employee training and development, employee assessment and motivation, employee mobility management and other aspects.

Zhao Xia (2014, p11) Human resource management refers to the entire management process and activities of acquiring, using, motivating, developing and retaining human resources in an organization. It refers to each different enterprise, according to the needs of its own development, rational allocation of human resources, through the recruitment, assignment, training, assessment, and other employees to fully tap the potential of employees, fully mobilize the creativity of employees, work enthusiasm, to create value and benefits for the enterprise, and to ensure that the overall goals of the enterprise can be achieved.

Ren Youwei (2017, p28) Human resource management is a general term for a system of work in which an enterprise manages its employees in terms of employee recruitment, treatment issuance, performance appraisal, training and learning, etc., and thus enables employees to realize their spiritual pursuits through self-improvement, learning, and promotion while ensuring that they satisfy their life needs.

Li Dan (2019, p297) Public sector human resource management refers to the public sector in accordance with the provisions of the law on its own human resources to carry out strategic planning, selection and hiring, career development, development and training, performance evaluation, pay design and management, legal authority to protect the sum of management activities and processes.

Ozkeser, B (2019) Human resource management is the management of activities to ensure employee satisfaction, motivation, and high performance in an organization. The process of human resource management combines the personal vision of employees with the goals of the organization to give full play to the organization's strengths and promote healthy organizational growth and development.

Liu, Yang (2020, p8) Human resource management is the sum of mechanisms, systems, processes, techniques and methods for the effective development, rational use and scientific management of human resources, a special strategic resource in the organization, according to the needs of organizational and individual development. Human resource management includes: human resource planning, recruitment and selection, training, performance appraisal, compensation management and so on. The theory of human resource management has guidance and reference significance for the management of organizations.

Zhang Luyu & Hao Xiaojin (2022, p275) Human resource management refers to the organization's use of recruitment, selection, training, performance evaluation, salary and other management methods to effectively develop and manage a series of activities, rationally use and scientifically manage relevant human resources inside and outside the organization, so as to achieve the overall goals of the organization and maximize the personal development of the members of the organization. Its main content not only includes the various professional human resource management activities undertaken by the organizational human resource

management department, but also includes the guidance, supervision, motivation and development of employees by managers of line departments at all levels in their daily work. Human resource management mainly includes human resources planning, recruitment and distribution, training and development, performance management, salary and welfare management, labor relations management, etc.

Wang Yuhong (2022, p144) Human resource management is a series of activities under the specific guidance of social practice activities, in accordance with recruitment, selection, training, salary, incentives, assessment and other management methods, effectively use relevant human resources, better complete the current and future development goals of the organization, and ensure the maximization of institutional goals and the interests of team members. It is the whole process of analysis of organizational human resource needs, formulation of manpower demand plans, recruitment and selection of staff, completion of effective organization, performance appraisal, payment of salary, and effective incentives.

Cheng Ping (2023, p103) Human resource management refers to the management of employees' recruitment, training, incentives, evaluation, benefits, etc., to obtain excellent human resources, promote their own development and growth, and is the simple management of employees and the coordination and management of the relationship between employees and enterprises. The core goal of human resource management is to optimize the allocation of human resources of enterprises, improve the work efficiency and quality of employees, and enhance the competitiveness and sustainable development of enterprises.

Pu Tianlong (2023, p139) Human resource management aims to effectively improve the ability and quality of employees through reasonable recruitment, training and incentive mechanisms, as well as effectively use existing resources, in order to achieve the best performance and achieve sustainable development of enterprises.

To sum up, human resource management is the foundation of organizational construction, which provides the basis for planning, recruitment, training, performance, motivation, etc. Performance and compensation management is the core of human resource management, and incentives should follow the principle of combining material and spiritual, the principle of fairness, the principle of maximizing utility and the principle of individualization.

Research on human resource management

Different experts have different views on the influencing factors of human resource management. By reviewing and analyzing the relevant research literature, researchers have included the following perspectives on human resource management:

Lunenburg, F.C. & Ornstein, A.O. (2008, p312) conducted in-depth research on relevant topics in the field of educational management, combined the theory and practice of educational management, and proposed human resource management steps in the field of educational management. He believes that for today's managers, it is necessary to pay more attention to the process management and regulation of human resources. He believes that human resource management in the field of education includes five aspects: strategic planning, recruitment and staffing, personnel training, incentive mechanism, and performance appraisal. Human resource management in schools is very important for the healthy development of the organization.

Teng Yucheng, & Li Jun (2008, p4) It is believed that human resources index is one of the important methods to evaluate the effectiveness of human resource management in universities. He summarized the human resources index scale of Professor Schuser and Professor Zhao Shuming and proposed the human resources index scale of universities. He believes that the factors affecting human resource management in universities are: incentive mechanism, performance appraisal, communication participation, strategy and planning, interpersonal relationships, sense of belonging and pride, personal talent, organizational atmosphere, evaluation of managers and job satisfaction.

Xing Zhouling (2009, p11) A study of the relationship between human resource management practice and organizational performance in universities finds that human resource management in universities is composed of employee selection and allocation, effective training, incentive measures, occupational safety, participation management, performance management, strategic human resources planning and other dimensions. The dimensions of human resource management have an impact on the performance of an organization. Strengthening the management of human resources can improve the performance of the organization.

Gary Dessler (2010, p45) Provides a complete and comprehensive description of human resource management concepts and human resource management techniques. He believes that human resource management consists of the main elements of personnel planning, recruitment and staffing, training and development, job performance management and evaluation, career management, the development of strategic compensation plans, pay for performance and incentives, employee relations and so on. According to the organization's strategic development needs, the planned allocation of resources, through a series of activities such as recruitment, training, assessment, incentives and so on, to mobilize the enthusiasm of the staff, to play the potential of the staff, to ensure that the organization's strategic objectives are achieved.

Dave Ulrich (2014, p26) Considers human resources as central to the lasting progress of an organization. True business is external, it is based on the environment in which the business operates, the expectations of key stakeholders, and strategic planning that gives the organization a unique competitive advantage. If one can work around the whole business, then thinking and acting will be from the outside in. He suggests recruiting and promotion from the outside in; training from the outside in; motivation from the outside in; performance management from the outside in; leadership from the outside in; communication from the outside in; and culture from the outside in.

Huang, Yufen (2017, p131) A study on the dilemmas faced by human resource management in Chinese undergraduate universities, arguing that undergraduate universities should not only pay attention to human resource planning, recruitment, training, and performance appraisal, but also change the concept of human resource management, deepen the reform of the university's employment system, and establish a reasonable assessment and incentive mechanism.

Han Zhouxiong & Shao Hua (2018, p156) put forward the strategy of building and managing the teaching team of higher vocational colleges, including talent team construction planning, recruitment, organizational structure and post setting, giving young teachers more opportunities for training and learning, comprehensively evaluating teachers' work performance, scientifically and reasonably setting up salary and welfare systems to improve incentive effects, and establishing friendly interpersonal relationships.

Hu Huiqin, & Zhang Huili (2018, p3) It is believed that based on strategic human resource management, organizational performance can be improved, and strategic human resources planning in universities includes five dimensions, namely: selection and allocation, incentive mechanism, performance management, employee participation, and strategic HR planning.

Wan Youlin (2020, p4) found that the efficiency of human resource management in universities can be improved through the following ways: formulating strategic planning and development goals for human resource management in universities; Strengthen the performance appraisal of human resources management; Incentives for use; Improve the comprehensive literacy of managers, etc.

Jiang Yili (2020, p2) explores strategies to improve human resource management from the perspective of corporate strategy, including: strategic planning, incentive mechanisms, performance and compensation management, and training systems. He pointed out that all departments of the enterprise should coordinate and cooperate with each other, and adopt scientific human resource management and control methods in the management process, which can make human resource management flexible and effective.

Mve Jean Patrick (2021, p12) Used the country of Cameroon as a study to explore the strategies of human resource management in universities in developing countries. The results of the study showed that HRM practices in universities include: human resource planning, recruitment and selection, training and development, performance management and appraisal, compensation and promotion, and academic promotion.

Yan Wenxian (2022, p90) Understanding the current situation of technical colleges from the perspective of human resource management, she believes that in human resources work, it is necessary to combine the current situation and actual needs, formulate scientific human resources planning, pay attention to talent recruitment and resource allocation, use winter and summer vacation opportunities to organize and carry out advanced training work, combine material incentives and spiritual incentives, mobilize employees' enthusiasm, establish a scientific and effective performance appraisal mechanism, and attach importance to employees' career development and promotion.

Table 2.1 Literature on factors influencing the Human Resources Management in
Guangxi Universities

Influencing factors / Researcher	Training	Recruitment and staffing	Incentive mechanism	Performance appraisal	Interpersonal relationship	Participation management	Strategic planning	Career development	Organizational culture
Lunenburg,F.C.&Ornstein, A.O (2008)	√	√	√	√			√		
Teng, Yucheng, & Li, Jun (2008)			√	√	√	√	√		√
Xing Zhouling (2009)	√	√	√	√		√	√	√	
Gary Dessler (2010)	√	√	√	√	√		√	√	
Dave Ulrich (2014)	√	√	√	√			√		√
Huang, Yufen. (2017)	√	√	√	√					
Han Zhouxiong & Shao Hua (2018)	√	√	√	√	√				
Hu Huiqin, & Zhang Huili (2018)		√	√	√		√	√		
Wan Youlin (2020)			√	√			√		
Jiang Yili (2020)	√		√	√			√		
Mve Jean Patrick (2021)	√	√		√					
Yan Wenxian (2022)	√	√	√	√				√	
Total	9	9	11	12	3	3	8	3	2

According to table 2.1, the researchers analyzed and refined documents, concepts, theories, and research related to human resources management of university, including Lunenburg, F.C. & Ornstein, A.O. (2008); Teng, Yucheng, & Li, Jun (2008); Xing Zhouling (2009); Gary Dessler (2010); Dave Ulrich. (2014); Huang, Yufen. (2017); Han Zhouxiong & Shao Hua (2018); Hu Huiqin, & Zhang Huili (2018); Wan Youlin (2020); Jiang Yili (2020); Mve Jean Patrick (2021); Yan Wenxian (2022).

The researchers used standards to consider the corresponding characteristics as the framework for this study, by selecting features with a frequency of 6 or higher and summarizing them into 5 features, including: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal.

Strategic Planning

Lunenburg, F.C & Ornstein, A.O (2008. p356) Argues that strategic human resource planning meets present and future needs and that school administrators should be able to meet manpower needs by analyzing performance goals, job requirements, staff availability, and knowledge of relevant laws. Human resource planning includes job analysis, staffing needs analysis, and supply forecasting.

Ruse, D, & Jansen, K. (2008, p28) In their article, "Using Human Capital Planning to Predict Future Talent Needs," the authors emphasize the importance of human capital planning (HCP) in achieving sustainable institutional excellence. The authors suggest that organizations should use HCP to determine the type and amount of talent needed today and in the future, identify talent gaps, take action to close those gaps, avoid talent shortages, and stockpile talent for future growth.

Zhao, Shuming (2008, p32) It is believed that modern human resource planning emphasizes the guiding role of human resource strategy. Strategic human resource planning is the human resource planning with global and long-term nature. Strategically grasp the demand and supply of human resources, dynamically plan human resources in an integrated manner, and strive to balance the demand and supply of human resources, so as to promote and ensure the realization of organizational goals.

Zhouling (2009, p11) The basic task of strategic human resource management planning is to help organizations meet the challenges of the internal and external environments, create value, and ensure a sustainable competitive advantage through effective human resource management and development. Strategic human resource management focuses the organization's attention on changing structure and culture, organizational efficiency and performance, development of special competencies, and managing change. The aim is to achieve sustained competitive advantage by ensuring that the organization acquires well-skilled and well-motivated employees, thereby developing the organization's strategic capabilities, relying on people to achieve its strategic goals, and relying on its core human resources to build competitive advantage.

Yang, Baiyin, & Han, Yi (2012, p53) Exploring scholars' research on strategic HRM planning, he argues that strategic HRM is different from traditional HRM, but refers to a series of HRM practices, programs and policies in an enterprise that are consistent with and matched to its strategic goals. He argues that HRM strategy should not only obey the overall corporate strategy, but also incorporate human resource issues into corporate strategy formulation to form a strategic human resource management system that is consistent with and matches the strategic objectives of the enterprise.

Zhang, Xianfeng & Li, Panfeng (2016, p22) Considers that human resources strategic planning itself is an organic system, composed of philosophy, planning content, system and implementation path and effective implementation, whose philosophy is used to guide the construction of the entire human resources strategic planning system; planning content is the process of materializing the philosophy; system and implementation path are used to guarantee the realization of the philosophy and the planning content in human resources management activities; and effective implementation is the key to ensure that human resources management activities are carried out in a consistent and compatible way through effective implementation is the key to ensure that human resources strategic planning takes root through specific implementation programs and evaluation of effectiveness.

Zhu, Dezhun (2016, p132) Pointed out that the overall strategic plan of universities is the fundamental basis for many departments to formulate policies, human resource management in universities should be based on the specific conditions of the school, and with the needs of various departments, in order to develop the corresponding talent demand plan, in accordance with the overall strategy of the deployment of universities.

Liu, Siyi & Song, Huan (2017. p211) Suggests that universities should formulate reasonable human resources strategic planning. Scientific human resource planning has a great effect on the talent reserve and promotion policy of universities. universities should pay attention to the construction of human resources system when formulating human resources planning strategy, to ensure that the planning plays a guiding role in the long-term strategy.

Hu, Huiqin, & Zhang, Huili (2018, p3) It is believed that human resource planning (HR planning) in universities refers to the overall planning of human

resource supply and demand (including scientific forecasting) after the overall analysis of their own school goals, organizational strategic goals and organizational management requirements, and the adoption of corresponding measures to ensure that the organization has a certain amount of internal talent reserves. HR planning can only create more value for the successful practice of university strategy if it is oriented to university strategy. At the same time, HR planning is also one of the important contents of human resource management in universities. From the perspective of strategic orientation of college and university development, the formulation of scientific, reasonable and synchronized HR planning is of great theoretical and practical significance for the implementation of the results of the practice of strategic development of universities.

Fang Fei (2019, p241) Proposed that strategic management is a dynamic process of determining the mission of the enterprise, determining the objectives of the enterprise according to the external environment and internal operating factors, ensuring the correct implementation of the objectives and making the mission of the enterprise finally realized. Strategic management of universities is a forward-looking management focusing on the actual and future development of universities. Using strategic management theory to manage universities should not be limited to conventional forecasting and analysis. It is a kind of action-oriented planning, emphasizing how to use manpower rationally and allocate resources efficiently.

Li Jiedong (2020, p25) Points out that before the implementation of strategic planning, it is necessary to analyze the current situation of human resources in the university, determine the strategic mechanism of the university, determine the strategic objectives of the university, and arrange the content of the strategic implementation of human resource management in the university. While carrying out human resource management in universities should pay attention to, the coordination of resource management strategic planning and overall strategy, reasonable allocation of time and objectives, steps, processes of strategic implementation, but also pay attention to the authenticity of the content, specific language standardization.

Ma Hongyan (2020, p100) It is believed that human resource planning should be compatible with strategic planning, and universities should combine their own strategic planning, internal and external environments and other actual situations to

establish human resource planning that meets their own development needs. universities by identifying their own school positioning, formulate a reasonable strategic planning, and carefully analyze the internal and external environment of the university, so that the human resource management planning of universities can be consistent with the strategic planning of universities, and promote the better realization of organizational performance.

Qian, Xiaowei (2021, p52) Suggests that universities should establish a strategic plan for human resource management and formulate strategic goals that are in line with the development of universities. Human resource management planning includes evaluating the existing human resource situation of the university, combining with the development strategies and goals of the university, and utilizing scientific planning methods to predict the supply and demand of human resources.

Gao, Huayuan (2022, p75) It is believed that strategic human resources is to help relevant units to achieve strategic objectives, systematically centering on the content of human resources in the program management. The process of human resource planning in institutions must be strictly in accordance with laws and regulations, only in this way can help the planning more scientific and reasonable.

Chang, Tongshan & Zhao, Lei (2023, p89) The study found that universities in the United States regularly prepare and update strategic plans to develop school development goals and plans for the size of the school. During the process of strategic planning, American universities set up planning committees consisting of faculty, administrators, and student representatives, and analyze the strengths, weaknesses, opportunities, and challenges faced by the university to ensure the accuracy and feasibility of the strategic planning goals. The strategic planning of American universities consists of mission and values, strategic development goals, and implementation plans. China's Ministry of Education prepares a new National Education Development Plan for the Next Five Years every five years. The similarities between university strategic planning in China and the United States are: strengthening long-term planning in areas such as practical learning to improve the quality of undergraduate education; developing strategies to support faculty career development to improve the overall quality of faculty; strengthening planning for university management, teaching, and digital campus construction to improve the effectiveness of university governance; and setting strategic development goals around quality teaching.

Li, Hongyan (2023, p8) She believes that the strategic development planning of universities is of great value and should be taken as an important means of modern university management. Standardizing the scientific planning process can improve the scientific and effective planning. The preparation and implementation of university development strategic planning should be closely integrated, and the strategic planning should make clear provisions for the organization and leadership of implementation, resource protection, evaluation and supervision. The strategic planning of the university should form a chain of overall planning, special planning, and departmental planning tasks and indicators by level, so that the objectives of the university's strategic development planning are truly implemented into the action of each department. Strategic planning should emphasize the coordination of long-term goals and near-term goals, clarify the annual requirements for the implementation of planning, and decompose and implement the planning goals and tasks into annual work plans, so that the development of strategic planning can really play a role in promoting the overall development of the university.

To sum up, strategic planning refers to the rational analysis and forecasting of the organization's demand for and supply of human resources in a changing environment, and the development or adjustment of corresponding implementation programmes to establish overall objectives for the organization for a longer period of time in the future and to seek the organization's advantageous position in the environment. Strategic planning includes: clear strategic development goals and vision for the future; guidance on key human resource activities such as recruitment, training, performance appraisal, etc.; adequate communication and active listening to opinions and suggestions to ensure the scientific nature of the strategic plan; implementation of strategic human resource monitoring and feedback, and regular revisions and adjustments to the strategic human resource management plan. The university's strategic human resource management planning should be consistent with the country's educational goals, and emphasizing the effectiveness of strategic planning.

Recruitment and staffing

Lunenburg, F.C & Ornstein, A.O (2008, p324) Once the needs are identified, the recruitment process seeks qualified candidates to meet the personnel needs of the organization, and after carefully evaluating and assessing a large number of

applicants, candidates who are qualified for the job needs are selected. Candidates will be assigned to work in the appropriate position according to the needs of the job setup

Xing Zhouling (2009, p11) Proposed to improve the selection and allocation of teaching staff, for the recruitment and selection of teachers in colleges and universities, the main purpose of the job analysis is to determine the number of required teacher positions and requirements, the basis for selection of personnel to form the long-term, medium-term and short-term planning for the construction of the teaching force, which is to ensure the success of the teacher recruitment work of the prerequisite and foundation.

Yang, Jie (2016, p63) A study on the effectiveness of faculty recruitment in local universities in western China. Recruitment activities are mainly realized through five processes: recruitment plan design, recruitment, selection, hiring, and evaluation of recruitment effectiveness, etc. After the recruitment is completed, it is necessary to allocate the hired personnel to the corresponding positions in a timely manner. The ways to improve the recruitment efficiency in western universities are: to make recruitment plan according to the job requirements and planning; to improve the recruitment process; to strengthen the recruitment selection; and to set up a professional recruitment department.

Li Jingjing (2018, p288) Efficient human resource allocation is an effective means to promote the rapid development of universities. The uncoordinated proportion of the allocation of leaders, managers and teachers in universities will cause a waste of human resources and hinder the development of the university. Universities should optimize the staff structure so that the proportion of age, title, and high-level talents all reach a reasonable range. The university should select senior managers with strong professional ability to participate in administrative management. The university should place teachers in the appropriate jobs to realize the matching of personnel, and make the best use of their talents. When recruiting teachers, universities should examine their qualifications, abilities and morals in order to select teachers with both integrity and talent.

Phang Meiruan (2020, p165) Analyzes the problems of teacher recruitment in universities, and proposes that the recruitment of teachers in universities needs to formulate a scientific and reasonable recruitment plan; do a good job of reviewing

the conditions of the recruited personnel; optimize the management methods, put the hired personnel in the right positions, and carry out regular job rotation. In this way, we can form a high-quality teaching team, cultivate more high-quality talents, and promote the sound development of higher education.

Fang, Jianhua (2020, p32) It is believed that enterprises should carry out recruitment and staffing work according to the actual situation, including: drawing up recruitment plan according to the job demand and actual situation, doing a good job of recruitment cost control; doing a good job of selection; determining the appointment of personnel, combined with the enterprise's existing personnel to carry out a reasonable staffing, sign a labor contract.

Ma, Hongyan (2020, p100) Proposes that universities should pay attention to the recruitment and effective allocation of employees, and when making recruitment programs, they should carry out detailed research on job vacancies, combine with the overall strategic planning of the school, prepare job recruitment specifications, formulate reasonable human resources recruitment planning, and make plans in advance for the sustainable development of universities according to the current forecast and analysis of the data and the strategic planning for the development of the school in the future. universities should do a good job of selecting and screening talents when recruiting.

Guo Fei (2021, P171) It is believed that in the process of human resource allocation, the following tasks need to be done: re-optimization of the structure of the teacher team; integration of the human resource structure, which contains logistical staff, teaching staff, administrative staff, etc.; strengthening the allocation of management personnel to improve management efficiency.

Zhang Kai (2021, p101) Analyzes the innovative experience of human resource management in British universities, which implement a fair and impartial staff selection and interview mechanism. Recruitment is carried out through a worldwide talent acquisition program, and the fairness and meritocracy of the recruitment process is emphasized. The optimal allocation of human resources in universities requires the scientific and rational use of the teaching staff, better coordination of administrative and logistical staff, better teaching and research activities for college and university teachers, and a fundamental improvement in the utilization rate of human resources in universities.

Wang Qin (2021, p125) Universities should change their concepts, establish advanced human resource management concepts, do a good job of personnel recruitment management, optimize the allocation of human resources, and make reasonable allocation of teachers, logistic service personnel, administrators and other staff to further enhance the efficiency of the use of staff resources.

Qian Xiaowei (2021, p53) On the basis of the existing human resource team in universities, the human resource structure of universities is optimized by changing the direction and structure of human resource input in universities. universities should pay attention to the construction of majors and specialties, focus on strengthening the professional characteristics and disciplinary advantages of universities, and promote the reasonable adjustment of the human resource structure of universities.

Meng, Lingchai (2022, p135) It is proposed that universities should clarify the target scale and organizational structure of all kinds of personnel, and formulate a scientific recruitment and staffing plan, establish a sound job work responsibility system, and develop high-quality human resources through effective optimization of human resource allocation.

Huangfu, Feng & Li, Yanling (2022, p128) It is pointed out that the following principles should be followed when perfecting the job appointment system: we should start from the actuality of the school strategy, and prepare a perfect program for setting the number of staff, setting the post, and setting the position on the basis of ensuring the principle and flexibility. At the same time, it is also necessary to establish a scientific termination system, get rid of the traditional life-long system, both according to the internal competition of the talents of the winners and the losers, but also combined with the school's strategic objectives of the dynamic adjustment of the person and the post, in order to ensure the rational allocation of talents.

Yan Ling (2022, p68) It is believed that recruitment is the entrance link of human resource management, and the success or failure of recruitment directly determines the basic strength of human resources in universities. In the recruitment process, firstly, the recruitment plan should be formulated; secondly, the recruitment announcement should be released through various channels; finally, the form of inspection should be optimized, and the psychological assessment, comprehensive quality assessment, probationary period and other channels should

be scientifically utilized to carry out an all-round assessment of the recruited teachers.

Huang Bing (2022, p3) It is believed that recruitment and staffing should be carried out in strict accordance with the provisions of laws and regulations for recruitment and hiring, and that all aspects such as job setting and terms of employment contracts should not violate the law. The essence of human resource management is to reasonably allocate human resources according to the requirements of the development of the employer, and to mobilize the enthusiasm of the workers through the recruitment of workers, so that they can give full play to their potential and bring benefits to the unit.

Gao Huayuan (2022. p75) It is proposed that in the whole recruitment process must fulfill the necessary recruitment procedures, determine the relevant recruitment requirements, and judge their own needs for talents around the actual situation in order to develop a better recruitment plan. Screening should be carried out after recruiting the talents. Make relevant arrangements around the actual situation of the position, and by scientifically setting up the personnel structure, it can enable the personnel to play a prominent role in the position.

To sum up, recruitment and staffing refers to the process of searching for and attracting those who are capable and interested in serving in the organization, and selecting suitable personnel to be hired and assigned to suitable positions according to the requirements of human resource planning and job analysis for the development of the organization. It includes the formulation of talent demand planning, open and transparent recruitment process; according to the needs of the department or team, the preparation of job recruitment specifications; careful evaluation and inspection of job seekers, selecting competent personnel to meet the needs of the work; employment and signing of labor contracts; according to the needs of the job setup, the allocation of the appropriate positions; the implementation of the job rotation system, the re-selection and appointment. Efficient recruitment and staffing is important, the optimal allocation of human resources in the university has the use to achieve the long-term goal of organizational development.

Training

Lunenburg, F.C & Ornstein, A.O (2008. p367) It is believed that training involves improving the current knowledge and abilities of employees to make more progress in their abilities and prepare them for future jobs. Training enables employees to learn new knowledge and develop their talents to the maximum. It is the responsibility of managers to help all employees realize their potential. Training mainly includes training needs, implementing training, and evaluating the effectiveness of training.

Guan Yunfei (2013, p2) On the basis of recruitment and hiring, teachers must be trained and developed to adapt to new positions. The education and training of teachers is an important factor in building the core competitiveness of colleges and universities, and whether this work can be carried out smoothly directly affects the improvement of the overall level of teacher resources and the stability of the team, and plays an important role in promoting the realization of school-running performance.

Hu Huiqin, & Zhang Huili (2018. p3) Organize training for college teachers to improve the knowledge, professionalism and work skills of employees, which is also conducive to the overall development and efficiency of university organizations.

Wu Xiaoli. (2019, p116). It is proposed to establish a four-in-one training mechanism, that is, a mechanism jointly developed by the government, schools, teachers and society, which will help meet the requirements of training development for the dynamic allocation of teacher resources. In the process of carrying out teacher training, colleges and universities should improve and innovate the in-service training mechanism for teachers.

Hu Wanyu Lyric. (2019, p94) Human resource development should plan the training and working hours of employees in terms of time, so that the two do not affect and conflict with each other, and also develop a career development plan for employees according to their positions and abilities. In addition to the time planning, the content should also consider the completeness of the content, the content of the training should be in line with the knowledge level and ability of the employees, and the plan should be adjusted in time according to different situations after the plan is made.

Zhao Zongshuai (2019, p193) Public institutions should attach importance to the mining of their own training resources, select relevant personnel with professional training literacy internally, and carry out human resources training within the unit. Training staff should ensure that they can formulate perfect training plans, scientifically design training content and training activities, and be able to comprehensively evaluate training activities to improve the effectiveness of on-the-job training. If the public institution does not have the ability to carry out human resources training, it can actively cooperate with social professional human resources training units to provide opportunities for learning and exchanges.

Ozkeser, B. (2019, p158) Considered training is an important function of human resource management, training can allow employees to better adapt to the new work environment, improve their knowledge and skills, stimulate the motivation of team members, and contribute to improving the overall efficiency of the organization. Training is an indicator of the degree to which employees are valued, which allows employees to obtain a sense of identity, superiority, sense of achievement, and create a good organizational atmosphere.

Jiang Yili (2020, p2) Companies must first allocate sufficient resources to the human resources department, increase the number of relevant personnel, provide structured training to improve professional competence as well as change perceptions. In developing career development plans for employees, it is necessary to have a thorough understanding of the organizational goals, and based on this understanding the development of organizational planning portfolio can set realistic career goals. Therefore, it is necessary to analyze individual characteristics and their organizational and social environments, and implement employee career development planning based on corporate development strategies.

Liu, Sifang (2020, p91) Based on the research of human resources training and development of institutions, it puts forward the strategy of human resources training: raising the importance of staff training; optimizing the training content, forming a systematic and perfect human resources training system; optimizing the training method, mobilizing employees to participate in the training work actively; improving the evaluation system of training, enhancing the effectiveness of human resources training.

Guo Fei (2021, p171) Propose ways to strengthen human resources development and training, first, develop human resources training program, so that all positions of teaching staff can receive professional training. Secondly, selecting and hiring authoritative experts to conduct training, by inviting experienced management personnel with work experience within the school to work with frontline teachers, or inviting experts and managers from outside the school to be responsible for the training of staff in various positions in the school.

Sun Jinde (2021, p194) It is recommended to strengthen the organization of education and training, formulate a long-term teacher training plan, improve the content of training, adopt various forms of training, and set up independent training funds. Strengthen the training of managers to realize the real professional management of human resources.

Zhang Kai (2021, p103) The innovative experience of human resource management in British universities is analyzed, and British universities attach great importance to the training of employees. British universities generally set up staff development centers under the human resource management department to do a good job of training for academic employees, administrative employees and work class employees in a hierarchical manner, focusing on assisting various types of college staff to break through the bottlenecks of personal career development, promoting staff to improve their performance, and achieving better self-development in order to enhance staff satisfaction. British universities also require the human resources department to strengthen the professional and technical staff's business capacity training, and emphasize the discovery and cultivation of potential and aspiring education managers.

Ma, Xiaochao (2021, p14) It is proposed that universities can learn from Huawei's training method, adopt a variety of training modes combining regular and irregular, academic and non-academic, short-term training and long-term further training, on-campus and off-campus, domestic and foreign, and carry out on-the-job or full-time off-the-job training for different faculty and staff in various positions, so as to comprehensively improve the overall quality and academic level of college and university workers. universities can also record the training attended by teaching staff in the form of credits, forming individual training files.

Wang Qin (2021, p125) It is recommended to further improve the staff training mechanism, take staff training as an important work to improve the quality of university education, and help staff to sound personal career planning. Different mechanisms for continuing education as well as lifelong education are introduced for the characteristics of positions and the characteristics of teaching staff. Regularly organize staff to study and receive systematic professional training to improve their business level.

Xu Jie (2022, p174) Human resource training is a process in which the organization and its personnel department focus on training members of the organization in terms of knowledge and skills, business qualities and moral cultivation according to the strategic objectives of the unit and in conjunction with talent planning and other aspects of the needs of the organization. The human resource training process is divided into four steps: demand analysis, program development, implementation and evaluation of results. Human resource training is one of the important work of human resource management in institutions, through human resource training, it can effectively stimulate the staff's enthusiasm for work, enhance their professional skills and innovation and creativity.

Gao Huayuan (2022. p76) It is considered that in the internal human resource management of institutions, training and development work should be emphasized. According to the actual situation of the development of staff growth plan, the development of training content and training methods, focusing on the transformation of training results, and do a good job of comprehensive feedback of the training effect.

Lu Jiju (2023, p96) It is proposed that from the perspective of long-term development of universities, universities should create training and further training opportunities in a planned way, which can not only enhance the number of highly educated talents, but also improve the comprehensive competitiveness of the school. Personnel departments should improve the system of teacher training and teacher development centers, and regularly carry out training for full-time teachers to improve their professional ability.

To sum up, training refers to a planned activity undertaken by an organization to improve the work-related competencies of its employees. The purpose of training is to enable employees to acquire those knowledge, skills and

behaviors emphasized in the training plan and to apply the knowledge, skills and behaviors to their daily work activities. It includes: the establishment of a training management system; training needs analysis; the development of training objectives, plans, content; training budget and management; the design and development of training courses; the classification of training according to the different target groups; knowledge, competence, professional ethics training; the evaluation of the training effect; the popularization of new knowledge and new skills. University administrators and teachers can only adapt to their new positions after training, and training is essential for personal improvement and growth, as well as for the improvement of teamwork efficiency.

Incentive mechanism

Lunenburg, F.C & Ornstein, A.O (2008, p376) It is considered that motivation is to mobilize employees to work actively, love their jobs, improve their personal performance and realize their self-worth through certain policies and measures. Motivation can promote organizational development and performance improvement.

Chen Shuisheng (2007, p28) On the other hand, summarized the problems existing in the incentives of college teachers, and proposed that the analysis of teachers' also rational needs in incentives is very necessary, and that the material incentives and spiritual incentives should be combined and the performance appraisal should be perfected to evaluate teachers' performance scientifically.

Huang Jianqing (2007, p3) Studied the status quo, dilemma and improvement measures of the incentive mechanism of college administrators and proposed that they should be incentivized in the environment, material and spiritual aspects.

Xu Wenhua (2009, p3) Analyzed the role of these aspects of material incentives, spiritual incentives and environmental incentives in the incentive mechanism of university administrators. He believes that in the current incentive mechanism, there are still the following problems: the assessment system needs to be improved, the competition mechanism needs to be optimized, and the incentive of post allowance needs to be given full play. For this reason, universities should strive to improve in the direction of assessment system, employment system and incentive mechanism.

According to Liu Yanbo (2012, p138), the analysis of incentives for college teachers should first understand the characteristics of their needs, and then

summarize the content of incentives for college teachers from the aspects of environmental incentives, target incentives and strengthening incentives, and summarize what principles should be followed in the process of incentive management for college teachers.

Zhao Xia (2014, p11) Performance appraisal of employees, and the results of the appraisal timely feedback to the employees, the assessment of excellent employees to be rewarded, the assessment of unqualified employees to be punished accordingly, the combination of rewards and penalties, to improve the enthusiasm and creativity of employees.

Hu, Huiqin, & Zhang, Huili (2018, p3) Incentive mechanism has different forms of expression, such as salary incentives, promotion, foreign study, etc. universities should be based on their own internal characteristics, and give full consideration to the needs of the teacher's profession, to set up a matching and reasonable appraisal system and distribution mechanism, etc., so as to ensure that the synchronization of the interests of the employees and the interests of the organization, the optimal allocation of human resources and the enhancement of the organization's performance.

Liao, Jing (2020, p173) It is believed that the use of reasonable incentive mechanism can be for the output of more professional skills, higher comprehensive quality of excellent talents. Should be a reasonable choice of incentive forms, incentives and penalties mechanism both coexist, improve the reward and punishment standards. Improve and establish a comprehensive incentive system, pay attention to the incentive of the bottom staff.

Ma Hongyan (2020, p101) Improve the organizational performance work of universities by continuously improving the corresponding talent incentive mechanism. As far as the incentive mechanism of universities is concerned, universities can be carried out from internal promotion as well as salary incentives. In terms of salary incentives, universities should have both positive and negative incentives. universities through a sound internal promotion mechanism to motivate employees to work upward.

Jiang Yili (2020, p2) One of the principles of incentive compensation system design is to plan around the company's strategic objectives, in the plan to reflect the company's strategic thinking, human resources management and the company's

strategy is closely integrated to encourage employees to follow the company's strategy, the development of the necessary concept of action and set the organization's strategic objectives to guide the direction of the employee's work, which is the work of the steering motivation, and gradually the company's actions and concepts into a track that is consistent with the strategic goals of the organization.

Zheng, Yukun (2021, p27) It is believed that the establishment of human resource management incentive mechanism in universities can effectively stimulate and enhance the staff faculty's work innovation and motivation. At present, human resource management in Chinese universities lacks innovation in system design. It is suggested that differentiated incentives should be implemented to create a good working environment in universities, and the incentive mechanism should give full play to the value of democratic participation.

Wang, Jin (2021, p80) Classifies incentive methods into the following categories: material incentives, growth incentives, spiritual incentives, goal incentives, participation incentives, promotion incentives, self-motivation, and negative incentives. He proposes to combine the evaluation system and incentive mechanism, create a fair evaluation and competitive environment, strive to diversify the evaluation system and incentive mechanism, set goals reasonably in the evaluation system and incentive mechanism, use different evaluation systems or incentive mechanisms for short-term goals or medium- and long-term goals, so that the personal growth goals and the development goals of universities match, in order to give full play to the incentive of the goals and to the oriented role.

Meng Lei (2021, p138) Explored the guiding role, power role, optimization role, and promotion role of incentive mechanism on human resource management in universities, and put forward the incentive way of universities as follows: reasonably use emotional incentives, honorary incentives, material incentives, etc.; scientifically construct incentive mechanism; create good promotion opportunities in incentive mechanism; pay attention to the life of faculty and staff, and pay attention to the emotional incentives; set up the incentive mechanism, and promote the incentive mechanism to be able to really implementation; highlighting the principle of people-oriented, focusing on analyzing the needs of faculty and staff personnel.

Qian, Xiaowei (2021, p52) It is believed that universities should establish a perfect scientific incentive mechanism, satisfy the principle of fairness, and establish a reasonable work evaluation system. Continuously innovate the incentive mechanism and play a positive role in human resource management. Construct a scientific incentive system and learn from advanced human resource management experience at home and abroad.

Meng Lingchai (2022. p136) It is believed that the use of incentive mechanism in human resource management can effectively mobilize the enthusiasm of teachers, and promote teachers to continuously improve their working ability in different career development stages. universities should strengthen the spiritual level of teachers in the incentive mechanism.

Wang Yuhong (2022, p145) Analyzed the needs of material treatment, academic research, social status, and career development of teachers in universities, and proposed a needs-based incentive mechanism for human resource management in universities, including: salary incentive, work incentive, competition incentive, and emotional incentive.

Huangfu, Feng & Chestnut, Yanling (2022, p129) To establish an incentive mechanism matching material incentives and spiritual incentives, so that teachers can meet spiritual needs and self-realization needs. To focus on the hierarchy of incentives, universities should adopt a hierarchy of incentives to strengthen the healthy competition among talents. On the basis of individual incentives, a team incentive mechanism that meets the requirements of strategic development of the school should be established.

Zhang Fengshuo (2022, p168) It is recommended to implement diversified incentives, and to carry out specific system design and implementation in six aspects: performance incentives, goal incentives, honor incentives, organizational incentives, role model incentives and ideal incentives. Motivation not only enables employees to obtain a sense of satisfaction in material compensation, but also needs to obtain spiritual satisfaction.

To sum up, incentive mechanism refers to the process of stimulating people's work motivation, mobilizing their enthusiasm and developing their potential through internal or external stimuli. Material incentives and spiritual incentives for employees are effective incentives. Incentive mechanisms include motivating employees to take

the initiative to participate in management; setting outstanding employees as role models; awarding honorary certificates to employees with outstanding work; setting challenging goals; negative incentives; emotional incentives; environmental incentives; and motivational promotion systems. The incentive mechanism of the university is oriented to the strategic objectives, considering the personal needs and development needs of the staff, and formulating a long-term incentive plan in order to realize the optimal effect of incentives.

Performance Appraisal

Lunenburg, F.C & Ornstein, A.O (2008, p343) It is considered that performance appraisal is the evaluation of employee's performance according to the organization's standards and objectives. Performance is a reflection of the overall quality of the employee's knowledge, ability, and attitude, and is the ultimate expectation of the organization for the employee.

Guan Yunfei (2013, p2) found through literature research that performance appraisal is the process by which managers ensure that organizational performance is consistent with the organization's strategic goals, achieve harmony between the two, and promote the realization of the organization's strategic goals through certain methods and systems in management practice.

Liu, Siyi. & Song, Huan (2017, p211) The scientific performance appraisal system is the necessary basis for improving work efficiency and employee motivation, and the appraisal process must be fair, improve the overall quality of human resources through performance appraisal, which can give employees more opportunities to show their talents, and also more conducive to the introduction of talent resources in universities.

Hu, Huiqin, & Zhang, Huili (2018. p3) A large number of studies have shown that employees' compensation and benefits can only be fully utilized when they are matched with a reasonable performance appraisal system, and performance appraisal, as a powerful tool for evaluating and measuring employees' work attitudes and performance, is crucial for promoting the career development of university employees. Previous studies have found that linking the salary and benefits with the personal performance of employees can effectively stimulate the enthusiasm of employees and improve their work skills, so it is necessary to ensure the transparency and fairness of the appraisal system, and to conduct fair, just and open

evaluations of the employees' work performance in order to guarantee the job satisfaction of college employees and give full play to the role of performance management in the strategic human resource management in universities. The role of performance management in strategic human resource management in universities can be fully realized.

Han, Zhouxiong & Shao, Hua (2018, p155) Performance management is the core content of human resource management, including performance planning, process management, performance appraisal, performance feedback and rewards and punishments, is a dynamic spiral cycle system. As the main link of performance management, the fundamental purpose of performance evaluation of teachers in higher education should be people-oriented, focusing on development; the key lies in the comprehensiveness, orientation, and scientificity of evaluation indexes, and the reasonable proportion of evaluation content weights; the effective evaluation method is to classify and evaluate the evaluation object through the combination of qualitative and quantitative evaluation; and the basic principle of its results application is to give feedback and communication, and to promote the development of the main, in order to evaluate and grade, reward and punish the best. The basic principle of applying the results is to provide feedback and communication for development, supplemented by grading, rewarding and penalizing.

Yu, Guotian (2020, p283) Considering that performance appraisal is an important appraisal mechanism for human resource management in universities, it can accurately reflect the work quantity, work content, work quality and work effect of each faculty member in a certain period of time, so as to analyze and reflect the work status of the faculty members and evaluate the faculty members according to these, give full play to the role of encouragement and supervision, and promote the faculty members of the universities to be able to better devote themselves to their work.

Wan Youlin (2020, p4) Performance appraisal is an important part of human resource management, the establishment of a performance appraisal system in line with the law of personnel management and in line with the actual performance appraisal system of universities, can maximize the vitality of the unit and protect the rights and interests of the staff.

Guo Fei (2021, p171) It is believed that schools need to combine their own characteristics, not only to carry out a comprehensive assessment of economic and social benefits, but also to pay great attention to other elements. For young teachers, in the process of formulating assessment indexes, the proportion between scientific research and teaching needs to be scientifically configured to improve the assessment indexes. For logistics management and administrative managers, they need to be assessed according to their working conditions and efficiency, and a series of reward and punishment policies should be formulated to fully realize the value of assessment.

Zhang, Kai (2021, p102) Analyzed the innovative experience of human resource management in British universities, which are more likely to adopt a performance management model that combines constraints and autonomy. That is, while emphasizing the role of traditional performance management in the constraints of rules and regulations on employees, they have also added many flexible indicators and professional innovation indicators that reflect the development of professional skills, so as to ensure the motivation of university teachers and employees to work. Performance management is an important part of human resource management in universities, human resource management departments should not only for professional skills job standards to quantify the staff assessment period of work performance, but also through qualitative ways to assess the quality of work of employees.

Wei Wei (2021, p90) It is believed that performance appraisal has become an important part of human resource management in universities, and performance appraisal can be carried out in the following ways: innovate the management concept of performance appraisal; establish and improve the performance appraisal system in universities; optimize the content standards and processes of performance appraisal; standardize the implementation of performance appraisal; clarify the objectives of performance appraisal; use the results of performance appraisal and achieve positive feedback.

Wang Qin (2021, p125) universities should build a set of scientific and reasonable performance appraisal mechanism according to their own reality. Advanced assessment means can be used, balanced scorecard for assessment. Link the performance appraisal results of faculty and staff with salary and treatment.

The performance appraisal can take the combination of process management and appraisal appraisal.

Shao, Fang. & Sun, Haihang (2022, p39) A study of human resource management in U.S. public universities found that U.S. universities attach great importance to the performance appraisal of teachers, because the performance appraisal is one of the most important bases for determining the change of teachers, which is directly related to the promotion and retention of teachers. Universities require supervisors to have continuous communication with the teachers they manage and encourage appraisal frequency of multiple times a year, and use comprehensive and complete performance appraisals as the standard for teacher evaluation.

Huangfu, Feng & Li, Yanling (2022, p127) It is proposed that when establishing a performance evaluation system oriented to the school's strategic goals, each department should combine its own situation, form a performance evaluation team, determine specific evaluation objectives, evaluation indicators, evaluation methods, and take the evaluation results as the main reference basis for teachers' promotion and rewards, to enhance the comprehensiveness of the evaluation indicators and contents, and continuously take corresponding measures to adjust and optimize the performance evaluation system.

Gao, Huayuan (2022. p74) It is believed that a complete performance appraisal system involves a performance management cycle, which consists of performance plan, performance counseling, performance evaluation and performance feedback together. When formulating the performance plan, managers are required to set up the relevant performance index system according to the functions of the post; managers should communicate with the staff in the performance counseling stage, so that they can understand the specific situation; in the performance evaluation, the results of the performance situation will be informed to the relevant personnel, so that they can feel their own work; the performance feedback stage should be an effective refinement of the performance indicators.

Pu Tianlong (2023, p140) Propose measures to continuously improve the performance appraisal of institutions: raise the importance of performance appraisal management; seek new assessment methods and establish a specific appraisal index

system to measure work performance; adopt hierarchical assessment standards and build a set of perfect and scientific evaluation mechanism; actively collect information and fully consider the importance of daily appraisal; and better assess the performance and provide feedback by strengthening exchange and communication; Enhance employees' motivation by combining appraisal results with actual salary.

Feng, Furong (2023, p172) Proposed measures to optimize performance appraisal such as formulating scientific and reasonable performance appraisal indexes, effectively constructing and perfecting the performance appraisal system, organically combining qualitative appraisal and quantitative appraisal; adhering to the people-oriented approach, and refining the implementation of the performance appraisal system. The implementation and operation of the performance appraisal system can present the real work situation of the unit's employees comprehensively, so that the unit can grasp its own development and operation status in a timely manner.

To sum up, performance appraisal refers to the formal activity in which the organization regularly examines, evaluates and measures the work behaviour and performance of an individual or group of individuals. Performance appraisal is an interactive relationship between an organization and an individual or group of people. Performance appraisal includes: formulating performance appraisal plan; selecting performance appraisal methods; specifying performance appraisal indicators and weights; collecting performance appraisal data; analyzing performance appraisal results; feedback on performance appraisal results; appealing performance appraisal results; and applying performance appraisal results. Performance appraisal is the purpose to improve the overall performance of the organization of the university.

Context of Human Resource Management in Guangxi Universities

In 2010, China's Ministry of Education issued the Outline of the National Medium- and Long-term Education Reform and Development Plan, which put forward the goal of educational reform and development, and universities should continuously improve the quality of education, strengthen human resources development, and implement the strategy of strengthening the country with talents. The Ministry of Education requires: deepen the reform of the education management

system and build a modern university management system; Explore human resource management models adapted to universities; Improve the school's target management and performance management mechanism; Expand the autonomy of schools in resource allocation and personnel management; Increase investment in education and ensure the school's running funds; Fully implement the employment system and post management system; Establish a scientific assessment and incentive mechanism.

The Ministry of Education proposed to implement the plan for the revitalization of higher education in the central and western regions to solve the problem of unbalanced educational development in different regions, gradually narrow the gap between higher education between the central and western regions and the eastern region, and coordinate regional development. Guangxi Province is located in the west, with a large population and underdeveloped economy, and there is a gap between higher education and developed provinces, which belongs to the province with weak higher education. Guangxi Province should seize the strategic opportunity of the state's support for higher education in the central and western regions, strengthen the development of human resources in universities, and improve the management level of universities. Huang Sunqing. (2011, p62).

Deng Yuan (2015, p26) Based on in-depth interviews and analysis of 9 universities in Guangxi, it was considered that it is important to improve the human resources level and management level of universities. Universities in Guangxi are facing challenges in the internal and external environment, and universities in Guangxi should change the concept of human resource management and develop and utilize human resources. The university should formulate strategic development goals, involve employees in the management of the school, and continuously improve the efficiency of human resource management of the university.

Li Dongdong (2021, p26) It is believed that the improvement of human resource management level of universities in Guangxi can be promoted through the following aspects: optimizing staffing; Strengthen the construction of school management system; Strengthen communication and coordination skills; Improve the employment mechanism; Set up posts according to needs and hire on the basis of merit; motivating school administrators and teachers; Optimize the performance appraisal mechanism. He believes that in the process of their own construction and

development, universities in Guangxi should be good at discovering fundamental problems affecting their own development and seek effective solutions to problems, so as to achieve the development goals of the university and promote the sustainable development of higher education in Guangxi.

At present, Guangxi possesses relatively few universities in terms of quantity and quality, and the government's investment in higher education in Guangxi is relatively low, with relatively low human resource management effectiveness. Human resource management is a systematic project, including recruitment, staffing, performance appraisal, promotion channels, incentives, strategic planning and so on, each of which is related to the development goals of universities. Universities in Guangxi need to clarify their development goals, innovate their management concepts, shape their organizational culture, rally their teams, and continuously adapt to competition and challenges.

To sum up, Guangxi's higher education foundation is weak, and the development of universities is facing many challenges, and only by committing to fundamentally changing the worrying status quo of human resources can we accelerate its own development. Guangxi's universities can change their traditional human resources development model, innovate the higher education management system, and improve the human resource management level of Guangxi's universities through the adjustment and reform of the human resource management model.

Theories of Human Resource Management

Human Capital Theory

Human capital theory is a theory that has been gradually developed on the basis of the research results of Schultz (1960) and Becker (1973). Many scholars define human capital as the non-physical capital embodied in workers and expressed in the quantity and quality of workers, which is manifested in a certain degree of health, physical fitness, operational skills and labor proficiency possessed by the workers over a certain period of time. The value of human capital is generally understood to be formed and measurable through investment in human capital.

Schultz argues that human resources include both the size of the population, the proportion of the population employed and the actual amount of labor, etc. Human capital is a major factor in the growth of a modern economy, an efficient

economy that greatly contributes to the development of the economy. Human resources with knowledge and skills are the most important of all productive resources, and teachers in higher education are human resources with high intellectual capital, and human capital of teachers in higher education also includes the formation of knowledge and skills, which is the result of investment and has the basic attributes of human capital.

Becker analyzes the problem of costs and benefits of formal education, discusses the human capital cost factors, and also studies the relationship between human capital investment and personal income distribution. Emphasizing the important role of education and training in the formation of human capital, and that education is the basic way and method of forming human capital, as well as the basis for measuring human capital, Becker's research methods and findings are quite groundbreaking.

Xiang Honggui (2015, p207) believes that human capital is the sum of qualitative factors such as knowledge, skills, abilities, experience, traits and health that are valuable and condensed in an individual through certain ways to obtain investment in the growth process of the individual later in life.

Zhang, Lichao (2015, p49) Considering that university administrators and teachers have the ability, knowledge and technology, which are high-quality human capital, managing, developing and configuring them well can release their maximum potential and create their maximum value. Incentives as an important element of human capital management, incentives can make the best use of teachers' human capital, the optimal allocation of organizational resources, value-added teachers' human capital value.

Zhang, Dejiang (2016, p67) Human capital is a kind of intelligent resource that can accomplish certain work according to certain requirements, and it is a kind of economic resource that exists in natural life. Human capital management is to manage the enterprise's human as a kind of value-added capital. Human resource department not only pays attention to the short-term contribution, but also pays attention to the long-term interests, the enterprise by investing certain financial and material resources in human resources, enhance the production value of human resources, and then increase the output of labor, to obtain the maximum benefit.

Quan Xiyu (2018, p89) It is believed that university human capital is the knowledge, skills, experience and so on possessed by teachers and administrators, as well as teachers' scientific research and teaching ability. Reinvesting in employees is in fact reinvesting in the future of the university and enhancing the development of the university. Universities can redevelop their human capital through academic exchanges, multi-position training, off-the-job training, on-the-job training and other forms.

Ren Bo (2019, p73) It is considered that administrative managers are important human capital of universities, and the human capital of administrative managers has special value, and giving full play to the human capital advantages of university administrative managers can provide sustainable development power for universities. Their human capital potential can be brought into play through human resources planning, optimizing and rationally allocating personnel, strengthening training, and establishing a perfect assessment and incentive mechanism.

Fang Jinqiu (2019, p17) Human capital is the knowledge, skills, experience and physical strength, etc. that people possess, and it is the ability that people have as producers. The transformation of human capital is an important factor in improving the ability to work and the effectiveness of services. University is the place where human capital is gathered and cultivated, but also the place where human capital is demanded, and it is of great significance to discuss the promotion of university managers' capacity building with the help of human capital theory.

To summarize, human capital is an important factor in promoting economic growth and accelerating the speed of productivity development, and it is the capital that can obtain high economic benefits. Human capital can vigorously improve the efficiency of labor production, thus generating more value. Analyzed from the perspective of human capital theory, the capacity building of university managers can be better improved by increasing investment in education and management, building a standardized and efficient training system, establishing a scientific assessment and evaluation system and improving effective incentive mechanism.

Incentive Theory

Maslow (1943) classified human needs into five levels: physiological needs, safety needs, belongingness and love need, esteem needs, and self-actualization need. Maslow argues that when lower level needs are satisfied, people's need level

rises to a higher level accordingly. It is also reflected in the fact that after a need is satisfied, it loses its dominant position and does not become the main driving force. New needs arise and people continue to adopt new behaviors to satisfy them.

Alderfer (1969) Categorized human needs into three types: Existence, Relatedness, and Growth, and the focus of this needs theory is that people's pursuit of higher-level needs is based on the full satisfaction of lower-level needs, and that it is only after higher-level needs are frustrated that people turn to lower-level needs, i.e., "frustration-return". The idea of "frustration-return". For business managers, we can get an important message from the ERG theory: effective motivation comes from regularly understanding the needs of subordinates and subconsciously motivating them, and their needs will be satisfied after they work hard.

The motivation-hygiene theory was proposed by Frederick Herzberg (1959), an American psychologist, who believed that the positive attitude of employees to their work directly affects whether the work can be completed successfully, and whether the employees are satisfied with their work has a direct impact on their attitude towards their work. Herzberg believes that there are many factors that cause employees to be dissatisfied with their work, and he calls these factors health care factors; there are also many factors that can stimulate employees' enthusiasm for their work and actively engage in their work, and he calls these factors motivational factors. If we actively improve the health care factors, employees' dissatisfaction will be reduced, can rejuvenate the enthusiasm for work, but to truly motivate employees, fully tap the potential of employees, give full play to the subjective initiative of employees, must also pay attention to the employees to play a role in motivating the incentive factors.

S. Adams (1965) Formally put forward the equity theory. According to equity theory, people feel a sense of dissatisfaction when they feel that their output-input ratio is not balanced with that of others at the same level. This sense of dissatisfaction in turn becomes the basis of their incentive to pursue fairness and equity. Employees make mental comparisons and they self-adjust their perceptions or behaviors in order to achieve a state of fairness. Equity theory in colleges and universities is reflected in whether teachers pay and pay are comparable, and if they are disproportionate, teachers will feel a strong sense of unfairness. Horizontal comparison of seniority, seemingly average bonus distribution system, the loophole

in the fairness of the teacher's enthusiasm, affecting the effective play of incentives.

B.F. Skinner (1957) Proposed reinforcement theory. Reinforcement theory states that human behavior is influenced by external stimuli. If the stimulus is favorable to him, the behavior will be repeated. If the stimulus is unfavorable to him, the behavior will diminish until it subsides. Four types of reinforcement: 1) Positive reinforcement. Giving a good stimulus. Rewards are applied so that the pattern of behavior is repeated and maintained. 2) Negative Reinforcement: removing a bad stimulus. Created to trigger the appearance of a desired behavior. 3) Positive Punishment: the imposition of a bad stimulus. A method of punishing inappropriate behavior when it occurs. 4) Negative Punishment: removing a good stimulus. The original reward is no longer given when the inappropriate behavior occurs.

Zhong, Yi & Liping Shi (2012, p136) Incentive system refers to the managers through the implementation of specific target object encouragement, punishment, system, norms and other means, so that the target object to identify with the incentives of the training goals, and through their own sustained efforts to achieve the goal of the process, these encouragement, punishment, system, norms and other means of synthesis is the incentive system.

Zhu Weining (2017, p16) Considers that incentive theory mainly includes content incentive, process incentive and so on. Content-based incentive theory mainly studies the triggers that stimulate and maintain individual behavior, focusing on the content of incentives. Theories in this regard include Maslow's Hierarchy of Needs Theory, Alderfer's ERG Theory of Motivation. Process-type incentive theory mainly studies how incentives are generated, human behavior is from being stimulated to the process of sustained maintenance of behavior, mainly including J. S. Adams's equity theory.

Jin Ji (2019, p12) According to the ERG theory, measures are proposed to strengthen business training, job title promotion, commendatory rewards, and improve the assessment mechanism to motivate the managers of colleges and universities, to meet the growth needs of the managers, and to stimulate their work initiative and creativity.

Liu, Yuwen & Wang, Fang (2021, p29) Equity theory assumes that people's work motivation is not only related to the amount of individual's actual compensation, but also closely related to whether people feel fair about the

distribution of compensation. Specifically in the field of education, equity theory refers to the judgment of fairness that individual teachers obtain by comparing their own work inputs with their actual benefits. They believe that fairness is an important foundation for the full effectiveness of teacher incentives, and that fair teacher incentives can generate a sense of satisfaction among teachers and effectively improve their work motivation.

Wang Yan (2022, p234) It is believed that Maslow's hierarchy of needs theory applied to teachers' needs can be reflected as follows: first, physiological needs: including salary level, welfare benefits, working hours, and working environment; second, safety needs: including employment security, pension security, and labor security; and third, belongingness and love need: including working relationship, education and training, other socialization; fourth, esteem needs: including organizational identity, partner identity, student identity, professional identity; fifth, self-actualization need: the degree of participation in school affairs, the degree of self-worth goal realization. Schools can establish incentive mechanisms according to the different needs of the five levels in terms of remuneration, participation in management, organizational care, evaluation and assessment, and vocational training to satisfy the growth needs of teachers at different stages.

Xia Aoyun & Yong Shuxiang (2023, p33) From the perspective of incentive health care theory, this paper analyzes the current situation of university management in China, and holds that motivating people's work enthusiasm mainly includes two factors: health care and incentive. Health factors can be understood as external factors, including appraisal system, working environment, remuneration package, management process, etc., which can only maintain the current status and eliminate dissatisfaction. The motivating factor is to stimulate people's inner will to work voluntarily, also known as "satisfaction factor", including the sense of responsibility of work, the meaning of work itself, the future planning, and the happiness from the heart of work.

Li, Zezhou (2023, p87) It is believed that it is crucial to build the incentive mechanism of university managers, and measures can be taken to increase the remuneration package, improve the training system, encourage in-service managers to pursue further studies, set up a job rotation system, improve the assessment mechanism, formulate a reasonable assessment standard, expand the space for

promotion, and increase the investment of education funds to enhance the work motivation of university managers.

In summary, incentive theory consists of behavioral incentives, content incentives and so on. Each incentive content involves a different incentive theory, and these incentive theories provide important guidance for universities to establish incentive mechanisms and carry out incentive work. The university can combine its own situation, pick different incentives according to the needs of employees, or combine a variety of incentives together, which is conducive to improving the level of personnel incentives. In the implementation of incentives, the university must pay attention to the needs of employees, employees have a variety of needs, each need to play a different role in incentives, there are low-level and high-level employee needs, the university only in accordance with the needs of the staff to carry out incentive work, in order to mobilize their motivation, stimulate the enthusiasm of the staff, prompted to make more contributions to the position, in order to achieve the university's development strategy.

Related Research

Deng, Yuan (2015, p27) pointed out that by collecting relevant data of human resource management in colleges and universities through in-depth interviews and questionnaires, based on exploratory factor analysis, it was found that the evaluation model of human resource efficiency in colleges and universities contains six factors, and the rationality of the six-factor model of human resource management efficiency in colleges and universities was verified through confirmatory factor analysis. Design a human resource management effectiveness evaluation model suitable for Guangxi University, which consists of six factors: human resource development and utilization, communication and participation, employee satisfaction, organizational foundation, interpersonal relationship, employee spirit and expectations.

Liu, Lin (2016, p122) pointed out that human resource management refers to the rational allocation of internal and external human resources in a planned and purposeful manner according to the actual situation of the enterprise, starting from the strategic planning of the enterprise's own development, to ensure the realization of the strategic objectives of the enterprise. Human resource management is composed of a series of human resource policies and corresponding management

activities. The academic community generally includes six modules of human resource management, namely, force resource development and planning, recruitment and allocation, performance management, training and development, compensation and welfare management, and labor relations management. Based on the author's practical work experience, this researcher discusses the problems encountered in the process of personnel recruitment and allocation.

Wu, Xiaoli (2019, p116) pointed out that it is of great practical significance to strengthen the human resources management and teacher training of university teachers. After training and development, teachers can better adapt to the post needs, which is also an important factor to improve the core competitiveness of colleges and universities. Whether colleges and universities improve the teacher training system is of great significance for the improvement of the overall level of teachers and the construction of teachers, and it is also an important embodiment of school-running performance. Based on the strategies and methods of college teacher training from the perspective of human resource management, this study carries out the following research.

Jin Ji (2019, p13) pointed out that the construction of high-level vocational colleges needs not only a team of excellent teachers, but also a team of high-quality and professional managers. Through the analysis of the questionnaire, we know that the management team of higher vocational colleges has some problems, such as high work intensity, insufficient recognition of work effect and performance, and narrow career promotion channel. In view of the fact that it is difficult for China's higher vocational colleges to motivate managers by increasing salaries and improving welfare benefits, the ERG theory suggests that we should strengthen professional training for managers, appraise professional and technical positions, select typical managers, and improve the assessment mechanism for managers to meet the needs of mutual relationship and growth development of managers. To stimulate their work initiative and creativity.

Li, Jingjing (2019, p228) pointed that a learning organization is an organization in which everyone is continuously learning through personal thinking and skills and other aspects of the organization, constantly bring out the individual's maximum potential, stimulate teamwork ability, innovation, and jointly promote the development of the organization, prompting the organization to continue to improve,

continue to develop, and achieve a two-way win-win situation between the individual and the organization, and jointly achieve the development of the vision.

Fang, Fei (2019, p241) pointed out that strategic management is to analyze the external environment with strategic thinking, and objectively analyze its own advantages and disadvantages, so as to find better management methods to find problems, solve problems and improve efficiency. This paper selects the most important human resource management in the work of colleges and universities to study, and discusses how to apply the theory of strategic management to the human resource management of colleges and universities. Chinese colleges and universities should focus on their own development goals, manage human resources, emphasize the consistency between the goals of each employee and the overall development goals of colleges and universities, and formulate corresponding human resources policies to realize the rational use and development of human resources, so as to ensure the integration of human resources management and the overall strategy of schools.

Peng, Shijing (2020, p100) Propose to build a learning enterprise human resource management platform. Analyze the positions of the enterprise, and reasonably design the salary and bonus; improve the employee training system; reasonably design the enterprise performance appraisal program oriented to learning and innovation; and reasonably design the incentive mechanism of the learning enterprise.Researchers believe that in the practice of enterprise management, the initiative position and role should be fully aware of the significance of establishing learning organizations for modern enterprises, analyze the realization path of learning organizations for enterprise human resources development, and build a human capital promotion model of learning enterprises to enhance the core competitiveness and learning creativity of enterprises.

Phang Mei Ruan (2020, p166) pointed out that teachers are the core resources of colleges and universities, but also the key to the long-term and steady development of colleges and universities and the cultivation of high-quality talents. Therefore, we must attach great importance to the construction of teachers and incorporate them into development plans and strategies. As the premise and key to the construction of teacher team, teacher recruitment also needs to carry out a detailed and comprehensive analysis in order to introduce high-quality and high-

quality teacher talents and realize the efficient and scientific recruitment work. To carry out the recruitment of college teachers, it is necessary to make a scientific and reasonable recruitment plan; To achieve a fair and impartial personnel audit; Only by achieving rich and reasonable management can we build a team of high-quality teachers, cultivate more high-quality talents, and promote the steady development of higher education.

Liao Jing (2020, p174) pointed out adopting reasonable incentive mechanism can export more excellent talents with strong professional skills and high comprehensive quality to the country. Only by choosing good incentive means can we achieve the ideal incentive effect. If incentives are not used well, it is likely to backfire. The author analyzes the incentive problems in the human resources management of colleges and universities, and puts forward the feasible countermeasures to solve the incentive problems in the human resources management of colleges and universities.

Liu, Guangyan (2020. p142) pointed out that human resource training, as the key content of human resource management, is the only way for organization and employees to grow together. From the perspective of organization, effective human resource training can promote the realization of organizational goals; From the perspective of individual employees, effective human resources training can improve their own ability and expand their own development space. This research discusses the problems existing in enterprise human resources training, and puts forward solutions to the problems.In terms of organizational construction, we should establish a sound human resource training system, formulate correct human resource training procedures, and establish an effective incentive mechanism.

Yang, Shuang, Zixian Liu & Jingyi Shen (2020, p112) It is believed that the establishment and improvement of learning organization plays a vital and key role in the human resource development of modern enterprises. Learning organizations can be shaped through employee training and self-development, establishing common organizational goals, team learning, strategic planning, and systematic thinking. The formation of learning organization includes: self-transcendence, establishing common goals, team learning, strategic planning.

Guan Yonggang (2021, p103) pointed out that performance management is a management method widely used in colleges and universities, and it has an

important impact on management ability, talent training and teacher team construction in colleges and universities. But at present, there are still many problems in performance management, especially in performance appraisal, such as unclear appraisal objectives, formalization of appraisal process and unreasonable appraisal results. To improve the effectiveness of performance appraisal, we should start from the formulation of appraisal objectives, the standardization of appraisal process and the application of appraisal results.

Xu Jing (2021, p25) pointed out that in the talent recruitment project, the competition among colleges and universities to attract talents is fierce, and some local colleges and universities are not only in a disadvantageous position in attracting talents in terms of location and resources, but also face the dilemma of optimizing management process to improve the efficiency of attracting talents. In view of this, the researcher uses relevant theories of project management to analyze the necessity and feasibility of applying project management theories to talent recruitment management in local application-oriented colleges and universities, and uses project management methods to optimize the process of talent recruitment planning, recruitment execution and recruitment effect evaluation in local application-oriented colleges and universities, so as to help local application-oriented colleges and universities establish a scientific mechanism for recruitment management.

Wang Qin (2021, p125) proposed that colleges and universities will have a large number of talents, and strengthen the optimization and scientific management of faculty and staff resources in order to achieve the maximum utilization of human resources, so that talents at different levels can fulfill their responsibilities, coordinate development, and jointly promote the healthy and sustainable development of colleges and universities. However, in reality, many colleges and universities still face many problems in human resource management based on the limitation of traditional human resource management concepts, which restricts the utilization of talents. Therefore, the researcher discusses the main characteristics of human resource management in colleges and universities, focuses on the main difficulties faced by colleges and universities in human resource management, and finally discusses the improvement measures in order to further improve the level of human resource management in colleges and universities.

Sun Jinde (2021, p195) pointed out that with the advancement of education

reform, the personnel structure and scale of China's colleges and universities have undergone major changes, and the education industry must strengthen human resource management, adjust the personnel structure, improve the construction of teachers in colleges and universities, optimize the allocation of talents, and strengthen the development of human resource capabilities in the education industry. In addition, human resource management in the education industry is a topic that has been highly discussed in recent years, which has a direct relationship with the construction of the teaching staff and directly affects the competitiveness of the education industry. Therefore, targeted management measures must be adopted, a new human resource management mechanism should be established according to the current situation, and problems arising from teacher training should be discussed. And strengthen teacher training to promote the steady development of education.

Tang Shengxian (2022, p98) pointed out that the difference between human resource management and other industries is that human resource management in colleges and universities has its own characteristics in the aspects of personnel initiative, job professionalism, work content and work objects. At present, human resource management in Chinese universities still has problems such as backward management concept, rigid management system, complex management structure and lack of incentive measures. Therefore, human resource management in colleges and universities needs to change the traditional concept, set up a new concept of management efficiency, plan a feasible human resource development strategy, adhere to the improvement of management efficiency as the guidance, constantly adjust the structure of human resources, improve the human resource assessment and incentive system, improve the comprehensive quality of human resource management personnel, etc. So as to achieve the goal of improving the efficiency of human resources management in universities.

Gao Huayuan (2022. p75) proposed that the strategic development of human resources is an inevitable trend of The Times. Focusing on the sustainable development of public institutions, strategic human resources play a prominent role. In the strategic human resources management of public institutions, the problems existing in human resources development are analyzed. Putting forward effective ways to make plan deployment can enhance the comprehensive management level of public institutions and help public institutions achieve long-term development under the current macro conditions.

Chen Gang, Ding Xiaozhi (2022, p68) pointed out that the "14th Five-Year Plan" period is an important period for local colleges and universities to comprehensively improve their educational level and achieve high-quality development. It comprehensively combs the research theories of national university development planning, integrates high-quality development theory, higher education system theory, strategic planning theory, etc., and puts forward a theoretical system of university development planning during the "14th Five-Year Plan" period, that is, establishes four concepts of connotation development, characteristic development, innovative development, and sustainable development. Centering on the six main lines of teaching management, scientific research management, talent education, international exchange, service guarantee and organization construction, the four systems of education system, management system, support system and construction system as well as the "four levels and three categories" planning system are integrated and managed.

Shi,Honghong (2022, p117) pointed out that with the continuous attention to professional ethics in all walks of life, many universities in China have gradually shifted their attention to the research field of the satisfaction degree of university teachers' performance appraisal. Based on performance theory, demand theory, equity theory and satisfaction survey, this study combined with a number of literature questionnaires, interviews and data statistics to study the teacher assessment of a university in Beijing, and proposed a new questionnaire to study the satisfaction degree and development status of university teachers on performance assessment. In the process of investigation, through the detailed analysis of the survey results, we come to the conclusion that only the performance appraisal and other related measures set up according to the characteristics of the college, the teaching method and the amount of tasks can truly improve the assessment satisfaction of teachers, and at the same time can give full play to the advantages of high quality human resources concentration of college teachers, so as to train more outstanding talents for the motherland.

Wang Yuhong (2022, p155) pointed out that teachers are the main fulcrum and key force in the formation and operation of colleges and universities. It not only determines the curriculum goal and scientific research level of colleges and universities, but also establishes the shaping of students' quality. To establish a

scientific, reasonable and efficient incentive system, and greatly improve the subjectivity and imagination of college teachers, plays a leading role in improving the level of classroom teaching and research results. The researchers put forward the following demand-based measures to optimize the incentive mechanism of human resource management in universities: support the career development of teachers, improve the performance evaluation mechanism, improve the democratic management system, and improve the salary of teachers.

Fan, Wenjing (2022, p144) pointed out according to the current situation of human resource management in Chinese universities, the traditional human resource management model has been unable to meet the needs of the rapid development of universities, which seriously restricts the long-term development of universities, and universities should pay enough attention to human resource management and make efforts to improve the effectiveness of human resource management. University in human resource management effectiveness enhancement process, must update the human resource management concept, develop a perfect human resource management mechanism, strengthen the development of human resources, but also to establish a perfect incentive mechanism, to provide teachers with spiritual encouragement and material rewards, to promote incentives and health care factors, and at the same time, to develop a fair and scientific university performance appraisal system, to stimulate the enthusiasm of the teachers to work, enhance the teacher's Subjective initiative, so as to improve the effectiveness of human resource management, and promote the better development of the university.

Chu, Wen (2023, p147) pointed that human resource development based on the perspective of learning organization can promote individual development while achieving organizational goals. The human resource development strategies under the learning organization theory are as follows:Optimize the salary assessment mechanism, improve the matching degree between personnel and positions, attach importance to employee career planning, optimize the enterprise organizational structure, attach importance to team learning and employee training, create an open learning environment, establish a common vision, and meet the needs of employees.

Gao Ying (2023, p49) pointed out that strengthening the construction of teachers is the fundamental guarantee for colleges and universities to improve

teaching quality. Among them, the teacher performance appraisal system, as the core of the construction of teachers, has increasingly become an important part of the high-quality development of application-oriented colleges and universities. This paper analyzes the professional characteristics of teachers in applied colleges and universities in China, and summarizes the problems existing in the current performance assessment of teachers in applied colleges and universities, such as unclear assessment objectives, imperfect assessment system and lack of feedback mechanism. In view of the above problems, this paper puts forward some solutions, such as standardizing evaluation process, optimizing evaluation standards, and establishing differentiated evaluation systems for different types of teachers, in order to provide useful reference for application-oriented undergraduate universities to establish all-round teacher performance evaluation systems.

Tan Linfang. (2023, p188) pointed out that at present, there are a series of problems that the performance appraisal mechanism of university staff is not in line with the actual work, which affects the high-quality development of universities. Based on the research theme of exploring the countermeasures to optimize and improve the performance appraisal of university faculty and staff, this paper obtains the following principles by issuing questionnaires, consulting relevant materials and consulting relevant staff. The staff performance appraisal should be comprehensive, objective and scientific as the basic principle, the staff performance appraisal system should match the university's strategic development, the content of the performance appraisal should be scientifically formulated and strictly implemented, and a variety of performance appraisal methods should be comprehensively applied to strengthen the application of the performance appraisal results and strengthen the supervision of the performance appraisal process.

Zhao, Younan (2023, p61) proposed based on the analysis of the current problems of vocational colleges and universities teacher training, on the basis of put forward to strengthen vocational technology normal universities as this, Multi-subject cooperative training of vocational education teacher system, establishment and operation of post-service training system mechanism, provide detailed training for vocational college teachers, innovative application of diversified training methods, establishment of training evaluation and security system and other training and training strategies to effectively improve the ability of vocational college teachers.

Chapter 3
Research Methodology

The purpose of this research is to study the following aspects: 1) to study the level of human resource management in Guangxi universities, 2) to develop strategies for improving the human resource management in Guangxi universities, 3) to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities. In order to solve the problems mentioned in Chapter 1 and achieve the above research objectives, the researchers adopted the following research procedures, as follows:

      1. The population and the sample Group

      2. Research Instruments

      3. Data Collection

      4. Data Analysis

Phase :1 The objective of this phase is to study the level of human resource management in Guangxi universities.

The population and the sample Group

Population

The population consisted of administrators of 5 universities in Guangxi about 8,900 people.

The Sample Group

According to the sampling table proposed by Krejcie and Morgan (1970). The sample group consisted of administrators with a total of 368 people. The samples came from 5 universities in Guangxi (Guangxi University of Science and Technology, Baise University, Guangxi Normal University, Guangxi Arts University, Guangxi University of Finance and Economics), which are characterized by different disciplines and specializations. The sampling technique are systematic random sampling and sample random sampling.

Table 3.1 Sampling Table

Number	Universities	Population	The Sample Group
1	Guangxi University of Science and Technology	2000	83
2	Baise University	1600	66
3	Guangxi Normal University	2400	99
4	Guangxi Arts University	1300	54
5	Guangxi University of Finance and Economics	1600	66
	Total	8900	368

According to table 3.1, it showed that the population is about 8,900 people from 5 universities in Guangxi, the sample group is about 368 people.

Research Instruments

Questionnaire

The instrument to collect the data for objective one. The questionnaire was designed to study the current situation of human resource management in universities in Guangxi. The questionnaire designed based on human resource management in five following aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal. The questionnaire was divided into two parts.

The first part: the questionnaire of respondents' general information. this part contains the respondents' units, gender, age, educational background, job title and working years.

The second part: Survey about the current situation of human resource management in universities in Guangxi. The criteria for data interpretation based on a five-point Likert's scale, as follows:

5 refers to the human resource management at the highest level

4 refers to the human resource management at a high level

3 refers to the human resource management at a medium level

2 refers to the human resource management at a low level

1 refers to the human resource management 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 questionnaire process

The construction process of questionnaire was as follows:

Step 1: Reviewing and analyzing documents, concepts, theories, and research related to human resource management of universities in Guangxi.

Step 2: Constructing the questionnaire about the current situation of human resource management of universities in Guangxi. 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 5 experts. The index of objective congruence (IOC) was 0.80 to 1.00.

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

Step 5: The questionnaire was distributed to 30 administrators in universities in Guangxi for try-out. The reliability of the questionnaire was obtained by Cronbach's Alpha Coefficient, the reliability was 0.946.

Step 6: The questionnaire was applied to 368 people in universities in Guangxi.

Data Collection

The data collection for objective 1: to study the level of human resource management in Guangxi universities, as following procedured :

Step 1: The researcher requested a requirement letter from the graduate school, Bansomdejchaopraya Rajabhat University, to collect the data from 368 administrators in universities in Guangxi.

Step 2: The researcher distributed the questionnaire to 368 administrators. A total of 368 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 classified by school, gender, age, education, professional title, work experience year was analyzed by frequency and percentage.

Step 2: The current situation of human resource management in universities in Guangxi in five following aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal was analyzed by mean value and standard deviation.

Phase 2 : The objective of this phase is to develop strategies for improving the human resource management in Guangxi universities

Key informations

The interviewees

The interviewees in this research was 10 high-level administrators in universities in Guangxi. The interviewees must fulfil the following criteria: 1) they are involved in human resource management at universities in Guangxi and have been engaged in human resource management for 8 years or more, 2) they are familiar with the mode of operation of universities and have a deep understanding of human resource management, 3) must be willing to participate in a structured interview transcription system, 4) be willing to review the interview transcripts for validation.

Research Instruments

Structured Interview

The instrument to collect the data for objective two, to formulate the strategies for improving the human resource management in Guangxi universities. The structured interview designed based on the current situation of human resource management in Guangxi universities and human resource management in five following aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal. 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 human resource management base on five aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal.

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 human resource management in university.

Step 2: Constructing the structured interview about suggestion for developing the current situation of human resource management base on five aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal. 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 strategies for improving the human resource management in Guangxi universities, as following procedured:

Step 1: The researcher requested a requirement letter from the graduate school, Bansomdejchaopraya Rajabhat University, to interview the high-level administrators from 5 universities in Guangxi.

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

Data Analysis

The structured interview about strategies for improving human resource management in universities in Guangxi was analyzed by content analysis.

Phase 3 : the objective of this phase is to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities.

Key informations

Expert Group

The experts for evaluating the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities was 15 high-level administrators in Guangxi. The qualifications of the experts are as follows: 1) managers who have been engaged in human resource management for 5 years or more, 2) from different universities, 3) with senior titles or doctoral degrees, who have a more in-depth understanding of human resource management and research.

Research Instruments

Evaluation form

The instrument to collect the data for objective three, to evaluate the strategies for improving the human resource management in Guangxi universities. The evaluation form designed based on the strategies for improving the human resource management in Guangxi universities in five following aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal. The evaluation form provide into two parts:

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

Part 2: The evaluation form about the strategies for improving the human resource management in Guangxi universities. The criteria for data interpretation based on a five-point Likert's scale, as follows:

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

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

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

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

1 refers to the suitability and feasibility of the strategy 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 the strategies for improving the human resource management in Guangxi universities.

Step 2: The evaluation form was applied to 15 high-level administrators in universities in Guangxi.

Data Collection

The data collection for objective 3: to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities, as following procedured:.

Step 1: The researcher requested a requirement letter from the graduate school, Bansomdejchaopraya Rajabhat University, to invite the expert to evaluate the strategies.

Step 2: The researcher distributed the evaluation form to high-level administrators. A total of 15 evaluation form.

Data Analysis

The data analysis in this research, the researcher analyze the data by package program, as follows: the evaluation of the suitability and feasibility of strategies for improving human resource management in universities in Guangxi was analyzed by mean value and standard deviation.

Chapter 4
Results of Analysis

The research in the strategies for improving human resource management in Guangxi universities. The objectives of this research were 1) to study the level of human resource management in Guangxi universities, 2) to develop strategies for improving the human resource management in Guangxi universities, 3) to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities. The data analysis result can be presented as follows :

1. Symbol and Abbreviations

2. Presentation of data analysis

3. Results of data analysis

4. The details are as follows:

Symbol and Abbreviations

N   refers to population

n   refers to sample group

$\bar{X}$ refers to mean

S.D.   refers to standard deviation

Presentation of data analysis

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

Part 2: The analysis result about the current situation of human resource management in Guangxi Universities. Presented the data in the form of mean and standard deviation.

Part 3: The SWOT analysis about the human resource management in Guangxi Universities.

Part 4: The analysis result about the interview contents about strategies for improving human resource management in Guangxi universities.

Part 5: The analysis result about the evaluation of the suitability and feasibility of strategies for improving human resource management in Guangxi universities. Presented the data in the form of mean and standard deviation.

Results of data analysis

The researcher analyzed the data in 5 parts as follows:

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

Table 4.1 Number and percentage of respondents

(n = 368)

Personal information		Number of people	Percentage (%)
school	Guangxi University of Science and Technology	83	22.55
	Baise University	66	17.93
	Guangxi Normal University	99	26.90
	Guangxi Arts University	54	14.67
	Guangxi University of Finance and Economics	66	17.93
	Total	**368**	**100.00**
Gender	Male	178	48.37
	Female	190	51.63
	Total	**368**	**100.00**
Age	30 years old or below	47	12.77
	31 to 40	221	60.05
	41 to 50	85	23.10
	51 years old or up	15	4.08
	Total	**368**	**100.00**
Education	Bachelor degree	68	18.48
	Master's degree	244	66.30
	Doctoral degree	56	15.22
	Total	**368**	**100.00**

Table 4.1 (Continued)

(n = 368)

Personal information		Number of people	Percentage (%)
professional title	Teaching assistant	76	20.65
	The lecturer or Assistant Professor	195	52.99
	Associate professor	77	20.92
	Professor	20	5.43
	Total	368	100.00
work experience year	within 5 year	53	14.40
	5 to 10 years	136	36.96
	11 to 15 years	97	26.36
	16 to 20 years	50	13.59
	More than 20 years	32	8.70
	Total	368	100.00

According to Table 4.1, respondents were from 5 universities. Male respondents for 178 people accounted for 48.37%, female respondents for 190 people accounted for 51.63%. Respondents' age distribution is as follows: 47 people accounted for 12.77% 30 years old or below, 221 people accounted for 60.05% are between 31-40 years old, 85 people accounted for 23.10% are between 41-50 years old, 15 people accounted for 4.08% are 50 years old or up. In terms of educational background, 68 people accounted for 18.48% of respondents hold a bachelor degree, 244 people accounted for 66.30% hold a master's degree, 56 people accounted for 15.22% hold a doctoral degree. The professional titles of respondents are as follows: 76 people accounted for 20.65% are teaching assistants, 195 people accounted for 52.99% are the lecturers, 77 people accounted for 20.92% are associate professors, 27 people accounted for 5.43% are professors. In terms of years of experience, 53 people accounted for 14.40% of respondents have less than 5 years of experience, 136 people accounted for 36.96% have 5-10 years of experience, 97 people accounted for 26.36% have 11-15 years of experience, 50 people accounted for 13.59% have 16-20 years of experience, 32 people accounted for 8.7% have more than 20 years of experience.

Part 2: The analysis result about the current situation of human resource management in Guangxi Universities. Presented the data in the form of mean and standard deviation.

In this study, a questionnaire was used. The current situation of human resource management in Guangxi Universities is analyzed from five aspects: "Strategic planning", "Recruitment and staffing", "Training;" "Incentive mechanism" and "Performance appraisal". The results of the questionnaire survey provide important data support for further research. The results of the survey are as follows

Table 4.2 The mean and standard deviation of the current situation of human resource management in Guangxi Universities in five aspects

(n = 368)

	Human resource management in Guangxi Universities	$\overline{x}$	S.D.	level	Order
1	Strategic planning	3.77	0.91	high	2
2	Recruitment and staffing	3.84	0.87	high	1
3	Training	3.76	0.89	high	3
4	Incentive mechanism	3.72	0.88	high	5
5	Performance appraisal	3.73	0.89	high	4
	Total	**3.76**	**0.89**	**high**	

According to Table 4.2, found that the current situation of human resource management in Guangxi Universities in five aspects was at high level ($\overline{x}$=3.76). The highest mean was recruitment and staffing ($\overline{x}$=3.84), followed by strategic planning ($\overline{x}$=3.77), and the lowest mean was incentive mechanism ($\overline{x}$=3.72).

Table 4.3 The mean and standard deviation of the current situation of human

resource management in Guangxi Universities in Strategic planning

(n = 368)

	Strategic Planning	$\bar{\mathrm{x}}$	S.D.	level	Order
1	Administrators analyzed internal organizational factors to understand the University's current strengths and weaknesses	3.78	0.87	high	4
2	Administrators analyzed external factors to understand the external environment that may affect the organization's ability to achieve its goals.	3.73	0.79	high	8
3	Administrators analyzed and assessed future human resource needs.	3.74	0.92	high	7
4	Administrators developed a course of action to achieve the organization's goals and mission.	3.79	0.89	high	3
5	Administrators constructed clear strategic development goals.	3.77	0.96	high	6
6	Administrators articulate a vision for the future of the university.	3.87	0.89	high	2
7	Administrators develop plans that guide key human resource activities such as recruitment, training, and performance appraisal.	3.77	0.95	high	5
8	Administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the science of strategic planning.	3.60	1.00	high	12
9	Administrators recognizes that implementing HR monitoring and feedback is a key to ensuring the success of strategic planning.	3.72	0.87	high	9

Table 4.3 (Continued)

(n = 368)

	Strategic Planning	$\bar{x}$	S.D.	level	Order
10	Administrators regularly revise and update their HRM strategic plans to accommodate organizational changes.	3.67	0.92	high	10
11	Administrators develop strategic plans that take into account the nation's overall educational goals.	4.13	0.86	high	1
12	Administrators demonstrate effectiveness in implementing strategic human resource management planning.	3.60	0.90	high	11
	Total	**3.77**	**0.91**	**high**	

According to Table 4.3, found that the current situation of human resource management in Guangxi Universities in strategic planning in overall was at a high level ($\bar{x}$=3.77). Among the 12 questions, the highest mean was administrators develop strategic plans that take into account the nation's overall educational goals ($\bar{x}$=4.13), followed by administrators articulate a vision for the future of the university ($\bar{x}$=3.87), and the lowest mean was administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the science of strategic planning ($\bar{x}$=3.60).

Table 4.4 The mean and standard deviation of the current situation of human resource management in Guangxi Universities in Recruitment and staffing

(n = 368)

	Recruitment and staffing	$\bar{\mathrm{x}}$	S.D.	level	Order
1	Administrators have developed a scientific and reasonable talent demand planning	3.75	0.90	high	7
2	Administrators have established an open and transparent recruitment process.	4.00	0.86	high	2
3	Administrators prepare detailed job descriptions based on departmental or team needs.	3.98	0.85	high	3
4	Administrators have carefully screened and examined job applicants.	3.95	0.86	high	4
5	Administrators does a very good job of selecting competent individuals to fulfill hiring needs.	3.75	0.88	high	7
6	Administrators' hiring process is efficient and follows the labor contract signing process.	4.02	0.76	high	1
7	Administrators does an excellent job of assigning employees to appropriate positions based on job requirements	3.70	0.91	high	10
8	Administrators reassigns personnel by implementing a job rotation system.	3.70	0.94	high	9
9	Administrators' recruiting and staffing is effective and promotes maximum talent efficiency.	3.79	0.87	high	5
10	Administrators' recruitment and staffing strategies can achieve long-term organizational goals.	78.3	0.85	high	6
	Total	**3.84**	**0.87**	**high**	

According to Table 4.4, found that the current situation of human resource management in Guangxi Universities in recruitment and staffing in overall was at a high level ($\bar{x}$=3.84). Among the 10 questions, the highest mean was administrators' hiring process is efficient and follows the labor contract signing process ($\bar{x}$=4.02), followed by administrators have established an open and transparent recruitment process ($\bar{x}$=4.00), and the lowest mean was administrators does an excellent job of assigning employees to appropriate positions based on job requirements ($\bar{x}$=3.70).

Table 4.5 The mean and standard deviation of the current situation of human resource management in Guangxi Universities in Training

(n = 368)

	Training	$\bar{x}$	S.D.	level	Order
1	Administrators has established an effective training management system	3.82	0.86	high	4
2	Administrators fully analyze and understand the training needs of employees.	3.55	0.89	high	11
3	Administrators have formulated clear training objectives, plans and contents.	3.80	0.85	high	5
4	Administrators have prepared a reasonable training budget and managed it in a standardized way.	3.69	0.88	high	8
5	Administrators emphasize the design and development of training courses.	3.63	0.94	high	10
6	Administrators conduct categorized training to meet the needs of different positions.	3.75	0.88	high	6
7	Administrators emphasize the training of knowledge, ability and professional ethics.	3.96	0.84	high	1
8	Administrators evaluate the effectiveness of training and improve training programs.	3.67	0.89	high	9

Table 4.5 (Continued)

	Training	$\overline{X}$	S.D.	level	Order
9	Administrators emphasize the popularization and promotion of new knowledge and skills.	3.71	0.86	high	7
10	Administrators conduct training to acclimatize employees to their new positions.	3.89	0.88	high	2
	Administrators conduct training to allow employees to advance and growth.	3.83	0.90	high	3
	Total	**3.76**	**0.89**	**high**	

According to Table 4.5, found that the current situation of human resource management in Guangxi Universities in training in overall was at a high level ($\overline{X}$=3.76). Among the 11 questions, the highest mean was administrators emphasize the training of knowledge, ability and professional ethics ($\overline{X}$=3.96), followed by administrators conduct training to acclimatize employees to their new positions ($\overline{X}$=3.89), and the lowest mean was administrators fully analyze and understand the training needs of employees ($\overline{X}$=3.55).

Table 4.6 The mean and standard deviation of the current situation of human
resource management in Guangxi Universities in Incentive mechanism

(n = 368)

	Incentive mechanism	$\bar{X}$	S.D.	level	Order
1	Administrators motivate employees through effective incentives.	3.71	0.88	high	5
2	Administrators often use a combination of material and moral incentives.	3.66	0.96	high	9
3	Administrators increase their motivation through participation in management.	3.68	0.90	high	7
4	Administrators set good employees as role models and encourage employees to learn from them.	3.90	0.81	high	2
5	Administrators award certificates of merit to recognize and motivate outstanding talent.	4.01	0.80	high	1
6	Administrators set challenging goals to motivate employees.	3.68	0.86	high	6
7	Administrators use negative incentives to discipline employees for bad behavior.	3.58	0.91	high	11
8	Administrators increase employee recognition through emotional motivation.	3.67	0.86	high	8
9	Administrators build a favorable working atmosphere through environmental motivation.	3.71	0.84	high	4
10	Administrators implement a motivational promotion system to encourage employees' career development.	3.76	0.83	high	3
11	Administrators have developed a long-term incentive program.	3.63	0.91	high	10
	Total	**3.72**	**0.88**	**high**	

According to Table 4.6, found that the current situation of human resource management in Guangxi Universities in incentive mechanism in overall was at a high level ($\bar{x}$=3.72). Among the 11 questions, the highest mean was administrators award certificates of merit to recognize and motivate outstanding talent ($\bar{x}$=4.01), followed by administrators set good employees as role models and encourage employees to learn from them ($\bar{x}$=3.90), and the lowest mean was administrators use negative incentives to discipline employees for bad behavior ($\bar{x}$=3.58).

Table 4.7 The mean and standard deviation of the current situation of human resource management in Guangxi Universities in Performance appraisal

(n = 368)

	Performance appraisal	$\bar{x}$	S.D.	level	Order
1	Administrators develop a performance appraisal program that ensures the achievement of employee and organizational goals.	3.74	0.88	hhig	5
2	The Administrators have chosen a performance appraisal method that is easy to use and allows for objective and accurate results	3.65	0.90	high	7
3	Administrators developed performance appraisal indicators and weights are clear and fair	3.77	0.93	ghhi	4
4	Administrators collect and record performance appraisal data that truly reflects employee performance.	3.62	0.88	high	10
5	Administrators improve and optimize performance management methods through the analysis of performance appraisal results.	65.3	0.89	high	8

Table 4.7 (Continued)

(n = 368)

	Performance appraisal	$\overline{\text{X}}$	S.D.	level	Order
6	Administrators provide feedback on performance appraisal results to employees to help them understand their weaknesses and strengths and improve their work.	3.65	0.87	high	6
7	Administrators provide a grievance mechanism to correct performance appraisal deviations and ensure fairness and effectiveness.	3.64	0.94	high	9
8	Administrators use the results of performance appraisals as a criterion for employee compensation, rewards, promotions, and demotions.	3.87	0.88	high	1
9	Administrators communicate with employees to ensure the smooth implementation of performance appraisals.	3.84	0.82	high	2
10	Administrators create university performance appraisal systems to improve overall organizational performance.	3.82	0.84	high	3
	Total	**3.73**	**0.89**	**high**	

According to Table 4.7, found that the current situation of human resource management in Guangxi Universities in performance appraisal in overall was at a high level ($\overline{\text{X}}$=3.73). Among the 10 questions, the highest mean was administrators use the results of performance appraisals as a criterion for employee compensation, rewards, promotions, and demotions ($\overline{\text{X}}$=3.87), followed by administrators communicate with employees to ensure the smooth implementation of performance

appraisals ($\bar{\text{x}}$=3.84), and the lowest mean was administrators collect and record performance appraisal data that truly reflects employee performance ($\bar{\text{x}}$=3.62).

Part 3 The SWOT analysis about the human resource management in Guangxi Universities

S is for Strength, W is for Weakness, O is for Opportunity, T is for Threat. Strength and Weakness are internal factors, Opportunity and Threat are external factors. The SWOT analysis of human resource management in Guangxi universities is as follows:

Strength Analysis

1) Clear positioning and goals of the university. The university has a clear orientation and goals, which is the foundation and guarantee of the long-term development of the university, which helps the university to better grasp the direction of its own development and realize the long-term development goals of the university. Orientation is the direction chosen by the university, and the goal is the action plan formulated for the realization of this direction. The university's clear schooling orientation and goals are conducive to the school's strategic planning.

2) The school is consistent with the national education goals. Consistent goals ensure that the school is in line with the development of the country. Consistent goals are conducive to the school's education in line with national requirements, better play the role of education, cultivate high-quality talents for the country, and improve the competitiveness of the school.

3) Flexible personnel management autonomy. The university possesses the power to deploy human resources autonomously to realize its goals. The autonomy possessed by the university includes recruitment and allocation, appraisal, remuneration and incentives, selection and appointment, rewards and discipline. Flexible personnel management autonomy can improve the university's ability to allocate human resources and improve the efficiency of the university's human resource management.

4) Diversified training needs. Different teachers have different professional backgrounds, experiences, and personal development needs. Due to individual differences, training programs need to be developed according to the actual needs of individuals to meet the needs of teachers' growth. Administrators need to strengthen the analysis of training needs and develop targeted training programs to

improve the professional competence of teachers and promote the development of the overall strength of the university.

5) The university adopts material incentives and spiritual incentives. Universities use material incentives including: bonuses, salaries, employee benefits, etc. Material incentives can meet the material needs of teachers and provide them with life security. Universities also use spiritual incentives including: praise, honor rewards, good working atmosphere, job recognition, etc. Spiritual incentives can stimulate teachers' sense of self-worth and sense of mission. The combination of material incentives and spiritual incentives can enhance teachers' sense of identity and belonging, and improve work motivation and creativity.

6) Personal development needs. University teachers need to grow and develop, which is conducive to teachers' self-motivation, continuous progress, tap their own potential and ability. The need for personal development is conducive to self-motivation, challenging higher goals, striving to realize self-worth, and gaining a sense of satisfaction and achievement. Personal development is also conducive to organizational development and progress.

7) Goal-oriented performance appraisal system. Performance appraisal can understand the work level and work efficiency of employees, provide a basis for employee promotion, and provide a reference for the development of salary and training standards. Clear performance appraisal objectives can make employees clearly understand their job responsibilities and work direction. Performance appraisal helps to realize the scientific management of human resources.

Weakness analysis

1) Inadequate procedures for the development of strategic planning. Non-standardized procedures for the formulation of strategic planning can lead to the acquisition of incomplete information, compromised decision-making, a lack of feasibility in planning, unclear objectives, and an inability to adapt to internal and external development needs. Improving the steps and procedures of strategic planning can ensure the feasibility and effectiveness of strategic planning.

2) Mismatch between recruited personnel and positions. Mismatch between employees and positions due to lack of specialized knowledge and ability leads to low efficiency and inability to perform the job. Poor individual performance will lead to poor teamwork and deterioration of work atmosphere, which is not conducive to the development of the organization. At the same time, the mismatch between

employees and positions will increase turnover and increase the cost of human resource management. In the process of recruitment, we should improve the analysis of job requirements, recruit talents according to job requirements, and ensure the match between employees and jobs.

3) Recruitment and configuration requirements are not detailed enough. Recruitment and configuration requirements are not detailed enough will lead to poor recruitment process, low recruitment efficiency, increase recruitment costs. At the same time, it is easy to lead to the recruitment of employees who do not meet the requirements, affecting the reputation of the organization and the working atmosphere. Improving the specific requirements of recruitment and configuration can develop a clear job description, which is conducive to talent selection, improve recruitment efficiency, and better meet the university's need for talent.

4) Training content is unreasonable. The lack of reasonableness of training content will lead to low training effect, unable to achieve the expected goal, and at the same time will cause a waste of time and cost. Unreasonable training content can't arouse the interest of employees and make them resist. Improvement of training content can meet the actual needs of employees, improve the level of their work skills, and improve the level of human resources in the organization.

5) Single training method. A single training method will make employees' interest in learning decline, unable to meet the training needs of employees, and the training effect is poor. Training lacks pertinence and applicability, and teachers are not motivated to participate in training. At the same time, it is not conducive to the use of new technologies and methods, and is not conducive to the dissemination of knowledge. Improving training methods, such as the use of modern information technology, face-to-face training, hands-on training, etc., can improve the training effect and meet the training needs of different employees.

6) Poor training effect. Training activities lack evaluation and feedback mechanisms to keep abreast of teachers' learning and training effects. Managers should understand the training of employees, pay attention to the results of training, assess the training effect of employees after the training, and provide timely feedback and guidance. Improving the evaluation of the training effect can be timely adjusted and revised training methods and content to improve the learning effect of employees.

7) Insufficient goal motivation. Unclear goals will make employees lack action plans and reduce their commitment to the goals. Lack of challenging goals will make

employees lose interest and not willing to put in more effort. At the same time the lack of appropriate incentives after the completion of the goal, employees lack the motivation to work hard for the goal. Improving goal motivation requires setting clear goals and specific incentives after the goals are accomplished. Challenging goals can motivate employees to constantly challenge themselves and improve.

8) Irrational performance appraisal content. Performance appraisal indicators and content are single, unable to comprehensively evaluate the performance of teachers, and performance appraisal is not comprehensive enough. Performance appraisal indicators can not truly reflect the real work situation of employees, which will lead to a decline in employee motivation and resistance to performance appraisal, which is not conducive to the development of the organization. Improvement of performance appraisal content and standards can ensure that the assessment indicators are more scientific and reasonable, truly reflecting the performance of employees and improving the fairness of performance appraisal.

9) The performance appraisal process is not standardized. Performance appraisal is affected by personal bias, interpersonal relationships and other subjective evaluation factors, and the evaluation standards are not objective and standardized. An unstandardized performance appraisal process may lead to subjective bias in the evaluation process, affecting the validity and reliability of performance appraisal. Improving the standardization of the performance appraisal process can make the evaluation process more objective and fair, and improve the accuracy and effectiveness of the appraisal.

10) Performance appraisal lack of feedback. Lack of feedback will lead to employees can not understand their own performance, can not be improved and enhanced. Lack of feedback will also lead to managers can not communicate effectively with employees, not conducive to employee participation in management. Improve the performance appraisal feedback mechanism, feedback performance to employees, is conducive to play the role of performance appraisal. Favorable communication between managers and employees, timely adjustment of the performance appraisal system.

Opportunity analysis

1) The development of new educational management methods. New educational management methods can make university management more efficient and flexible, and can promote innovation and change in human resource

management. Advanced education management methods can realize the optimal allocation of resources, which can help improve the quality of education, bring more opportunities to the university, and improve the management level of the university.

2) Diversified talent market. The talent market has all kinds of diversified talents with various specialties, disciplinary backgrounds and work experiences. It provides universities with a rich selection of talents, and universities can choose the most suitable talents according to the needs of the positions and better match the needs of the positions. Universities can actively recruit and configure diverse talents, strengthen the construction of the talent team, and promote the development and progress of the university.

3) Enterprises have rich training resources. Universities can obtain more training resources through cooperation with enterprises. Enterprises can provide professional training courses for universities, including cutting-edge professional knowledge and expertise. Cooperative programs between universities and enterprises can provide practice opportunities and an exchange platform for university teachers.

4) Position and title promotion. The promotion of positions and titles can enable employees to obtain more career development opportunities, which is conducive to obtaining higher recognition for employees and stimulating their work motivation. The incentive promotion system is conducive to the personal growth of employees, which is conducive to stimulating the motivation and enthusiasm of employees, and motivating them to continuously improve their own abilities and make greater contributions to the development of the university.

5) Scientific performance appraisal tools. Scientific performance appraisal tools. Scientific performance appraisal tools can objectively evaluate teachers' performance through data analysis and quantitative indicators, reduce the interference of subjective factors, and improve the fairness and accuracy of evaluation. Scientific performance appraisal tools can objectively evaluate the workload of employees, promote employee self-management and development, motivate employees to make continuous progress, optimize the allocation of human resources and organizational management, and enhance organizational competitiveness.

Threat analysis

1) Strategic planning faces changes in the external environment. Changes in policy and economy will have an impact on strategic planning and increase the

uncertainty of strategic planning. University administrators need to pay close attention to changes in the external environment, respond flexibly, and adjust and revise strategic planning in a timely manner. Develop flexible and forward-looking strategic planning to ensure that the university can adapt and respond to changes in the external environment and achieve sustainable development.

2) Talent competition with other universities. Competition for talents is fierce. In a fiercely competitive talent environment, if the university's talent recruitment mechanism fails to attract and retain talented people, it will lead to talent loss. A fair and equitable recruitment mechanism can provide better competitiveness. Ensure that competitors have equal opportunities and are treated fairly in the recruitment process. Fair and open recruitment can attract more excellent talents.

3) Uncertainty in the economic situation leads to pressure on training funds. Uncertainty in the economic situation can lead to the organization's funding sources face uncertainty, the organization will be the priority of the training program lower, training is under financial pressure. The impact of financial budget support on training is very important, it can affect the scale of the training program, the allocation of training resources. Adequate budgetary support can provide more training and learning opportunities for employees.

4) Negative work atmosphere. Work climate has an important impact on organizational efficiency. Positive rewards can reinforce good behavior in the organization, encourage positive performance and behavior, and be reinforced. Negative penalties can attenuate negative and undesirable behaviors in the organization and avoid the spread of negative behaviors. Rewards and penalties incentives can effectively solve the problem of negative work atmosphere and enhance the work motivation of employees.

5) Unfair performance appraisal causes brain drain. Unfair performance appraisal will lead to the inability to truly reflect the employee's work performance, resulting in employees feeling unjust and dissatisfied, reducing their work motivation and loyalty, which will cause brain drain. Unfair performance appraisal will affect the efficiency and performance level of the organization. Universities should establish professional performance appraisal teams to ensure that performance appraisals can objectively and fairly reflect the performance of employees, motivate employees, and improve the performance and competitiveness of the organization.

Strength	Weakness
Strategic planning	Strategic planning
Clear university orientation and goals	1) Inadequate procedures for the development of strategic planning
Alignment of the university with national educational goals	Recruitment and staffing
Recruitment and staffing	Mismatch between recruited personnel and positions
Flexible personnel management autonomy	Recruitment and staffing requirements are not detailed enough
Training	Training
Diversified training needs	Training content is not reasonable
Incentive mechanism	The training method is single
The University uses both material and moral incentives	The training effect is not good
Personal development needs	Incentive mechanism
Performance appraisal	Insufficient goal incentives
Goal-oriented performance appraisal system	Performance appraisal
	Irrational performance appraisal content
	Performance appraisal process is not standardized
	Lack of feedback in performance appraisal
Opportunity	Threat
Strategic planning	Strategic planning
Development of new educational management methods	Strategic planning in the face of changes in the external environment
Recruitment and staffing	Recruitment and staffing
Diversified talent market	Competition with other universities for talent
Training	Training
Enterprises have a wealth of training resources	Uncertainty in the economy leads to pressure on training funds
Incentive mechanism	incentive mechanism
Title and position promotion	Negative work environment
Performance Appraisal	Performance appraisal
Scientific performance appraisal tools	Unfair performance appraisal causing brain drain

Figure 4.1 The SWOT analysis about the human resource
management in Guangxi Universities

Outline strategies for improving human resource management in Guangxi universities is as follows:

Enhancing strategic planning

1) Enhancing the construction of the university's development goals and vision for the future

2) Enhancing the alignment of strategic planning with national education goals

3) Improving the university's strategic planning steps and processes

4) Supporting the application and innovation of new educational management methods

5) Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner

Improving recruitment and staffing

1) Enhancing the university's capacity for autonomous personnel management

2) Improving job requirements analysis

3) Improving specific requirements for recruitment and staffing

4) Supporting the screening and selection of talent

5) Solving talent competitiveness through open and fair recruitment and admission procedures

Improving training

1) Enhancing the analysis of teachers' training needs

2) Improving training content

3) Improving teacher training methods

4) Improving the evaluation of the effectiveness of training

5) Supporting cooperation with enterprises and sharing training resources

6) Solving the pressure of training funds through financial budget support

Enhancing incentive mechanism

1) Enhancing the incentive mechanism that combines material incentives with spiritual incentives

2) Enhancing self-motivation and promoting teachers' self-development

3) Improving goal incentives

4) Supporting incentive promotion system, clear promotion paths

5) Solving negative working atmosphere through reward and punishment incentive system.

Improving performance appraisal

1) Enhancing the management of performance appraisal objectives

2) Improving the content and standard of performance appraisal

3) Improving the standardization of performance appraisal process

4) Improving the feedback mechanism of performance appraisal

5) Supporting the adoption of scientific performance appraisal tools

6) Solving the fairness of performance appraisal through a professional performance appraisal team.

Enhancing strategic planning
1)Enhancing the construction of the university's development goals and vision for the future
2)Enhancing the alignment of strategic planning with national education goals
3)Improving the University's Strategic Planning Steps and Processes
4)Supporting the application and innovation of new educational management methods
5)Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner

Improving recruitment and staffing
1)Enhancing the university's capacity for autonomous personnel management
2)Improving Job Requirements Analysis
3)Improving specific requirements for recruitment and staffing
4)Supporting the screening and selection of talent
5)Solving talent competitiveness through open and fair recruitment and admission procedures

Improving performance appraisal
1)Enhancing the management of performance appraisal objectives
2)Improving the content and standard of performance appraisal
3)Improving the standardization of performance appraisal process
4)Improving the feedback mechanism of performance appraisal
5)Supporting the adoption of scientific performance appraisal tools
6)Solving the fairness of performance appraisal through a professional performance appraisal team.

Improving training
1)Enhancing the analysis of teachers' training needs
2)Improving training content
3)Improving teacher training methods
4)Improving the evaluation of the effectiveness of training
5)Supporting cooperation with enterprises and sharing training resources
6)Solving the pressure of training funds through financial budget support

Strategies for improving human resource management in Guangxi universities

Enhancing incentive mechanism
1)Enhancing the incentive mechanism that combines material incentives with spiritual incentives
2)Enhancing self-motivation and promoting teachers' self-development
3)Improving goal incentives
4)Supporting incentive promotion system, clear promotion paths
5)Solving negative working atmosphere through reward and punishment incentive system.

The outline strategies for improving the human resource management in Guangxi Universities

Figure 4.2 The outline strategies for improving the human resource management in Guangxi Universities

Table 4.8 The outline strategies for improving human resource management in
Guangxi universities

Strategies	Measures
Enhancing strategic planning	1) Enhancing the construction of the university's development goals and vision for the future 2) Enhancing the alignment of strategic planning with national education goals 3) Improving the university's strategic planning steps and processes 4) Supporting the application and innovation of new educational management methods 5) Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner
Improving recruitment and staffing	1) Enhancing the university's capacity for autonomous personnel management 2) Improving job requirements analysis 3) Improving specific requirements for recruitment and staffing 4) Supporting the screening and selection of talent 5) Solving talent competitiveness through open and fair recruitment and admission procedures
Improving training	1) Enhancing the analysis of teachers' training needs 2) Improving training content 3) Improving teacher training methods 4) Improving the evaluation of the effectiveness of training 5) Supporting cooperation with enterprises and sharing training resources 6) Solving the pressure of training funds through financial budget support

Table 4.8 (Continued)

Strategies	Measures
Enhancing incentive mechanism	1) Enhancing the incentive mechanism that combines material incentives with spiritual incentives 2) Enhancing self-motivation and promoting teachers' self-development 3) Improving goal incentives 4) Supporting incentive promotion system, clear promotion paths 5) Solving negative working atmosphere through reward and punishment incentive system.
Improving performance appraisal	1) Enhancing the management of performance appraisal objectives 2) Improving the content and standard of performance appraisal 3) Improving the standardization of performance appraisal process 4) Improving the feedback mechanism of performance appraisal 5) Supporting the adoption of scientific performance appraisal tools 6) Solving the fairness of performance appraisal through a professional performance appraisal team.

Part 4: The analysis result about the interview contents about strategies for improving human resource management in Guangxi universities.

In this study, 10 people from universities in Guangxi are interviewed to understand the current situation of human resource management in Guangxi universities. The interviewees must fulfil the following criteria: 1) they are involved in human resource management at universities in Guangxi and have been engaged in human resource management for 8 years or more, 2) they are familiar with the mode of operation of universities and have a deep understanding of human resource

management, 3) must be willing to participate in a structured interview transcription system, 4) be willing to review the interview transcripts for validation.

The list of interviewees is as follows:

Table 4.9 Personal information of Interviewees

Interviewees	Personal Information	Interview Date	Interview Time
Interviewee 1	Education: Master's degree Job title: Head of the Organization Department Work experience :10	January 20th, 2024	10:00 am GMT +8 65 minutes
Interviewee 2	Education: Master's degree Job title: Vice Minister of student Affairs Work experience :16	January 23th, 2024	9:00 am GMT +8 62 minutes
Interviewee 3	Education: Master's degree Job title: Vice Minister of student Affairs Work experience :23	January 24th, 2024	3:00 pm GMT +8 73 minutes
Interviewee 4	Education: Master's degree Job title: Head of the Teaching Management Section Work experience :10	January 26th, 2024	9:00 am GMT +8 55 minutes
Interviewee 5	Education: Doctor's degree Job title: Head of the Department of Electrical Engineering Work experience :14	January 28th, 2024	11:00 am GMT +8 58 minutes
Interviewee 6	Education: Master's degree Job title: Department head Work experience :12	January 29th, 2024	3:00 pm GMT +8 70 minutes
Interviewee 7	Education: Master's degree Job title: Associate Director of admissions Work experience :17	January 30th, 2024	10:00 am GMT +8 60 minutes

Table 4.9 (Continued)

Interviewees	Personal Information	Interview Date	Interview Time
Interviewee 8	Education: Master's degree Job title: Deputy Director of the school office Work experience :15	February 2th, 2024	4:00pm GMT +8 54 minutes
Interviewee 9	Education: Master's degree Job title: Head of the department office Work experience :11	February 4th, 2024	10:00 am GMT +8 57 minutes
Interviewee 10	Education: Master's degree Job title: Head of the Personnel Management Department Work experience :16	February 5th, 2024	3:00 pm GMT +8 69 minutes

The research team conducted 10 face-to-face interviews. Each interview was conducted one-on-one in a more private location where others could not overhear the conversation, ensuring that the interviewees were not disturbed by other factors.

The experts agree with the outline strategies for improving the human resource management in Guangxi Universities, which mainly include five aspects: 1) enhancing strategic planning, 2) improving recruitment and staffing, 3) improving training, 4) enhancing incentive mechanism, 5) improving performance appraisal.

At the same time, according to the experts' opinions, 6 new measures were proposed by experts, mainly including: 1) enhancing awareness of strategic planning for human resources management, 2) improving the dynamic allocation of human resources, 3) enhancing the management of training objectives, 4) enhancing the awarding of honorary certificates to motivate, 5) enhancing role model incentives, 6) enhancing the application of performance appraisal results.

Figure 4.3 The strategies for improving the human resource management in Guangxi Universities

Table 4.10 Strategies for improving human resource management in Guangxi
universities

Strategies	Measures
Enhancing strategic planning	1) Enhancing awareness of strategic planning for human resources management 2) Enhancing the construction of the university's development goals and vision for the future 3) Enhancing the alignment of strategic planning with national education goals 4) Improving the university's strategic planning steps and processes 5) Supporting the application and innovation of new educational management methods 6) Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner
Improving recruitment and staffing	1) Enhancing the university's capacity for autonomous personnel management 2) Improving job requirements analysis 3) Improving specific requirements for recruitment and staffing 4) Improving the dynamic allocation of human resources 5) Supporting the screening and selection of talent 6) Solving talent competitiveness through open and fair recruitment and admission procedures
Improving training	1) Enhancing the analysis of teachers' training needs 2) Enhancing the management of training objectives 3) Improving training content 4) Improving teacher training methods 5) Improving the evaluation of the effectiveness of training 6) Supporting cooperation with enterprises and sharing training resources 7) Solving the pressure of training funds through financial budget support

Table 4.10 (Continued)

Strategies	Measures
Enhancing incentive mechanism	1) Enhancing the incentive mechanism that combines material incentives with spiritual incentives 2) Enhancing self-motivation and promoting teachers' self-development 3) Enhancing the awarding of honorary certificates to motivate 4) Enhancing role model incentives 5) Improving goal incentives 6) Supporting incentive promotion system, clear promotion paths 7) Solving negative working atmosphere through reward and punishment incentive system.
Improving performance appraisal	1) Enhancing the management of performance appraisal objectives 2) Enhancing the application of performance appraisal results 3) Improving the content and standard of performance appraisal 4) Improving the standardization of performance appraisal process 5) Improving the feedback mechanism of performance appraisal 6) Supporting the adoption of scientific performance appraisal tools 7) Solving the fairness of performance appraisal through a professional performance appraisal team.

Figure 4.4 Strategies for improving human resource management
in Guangxi universities
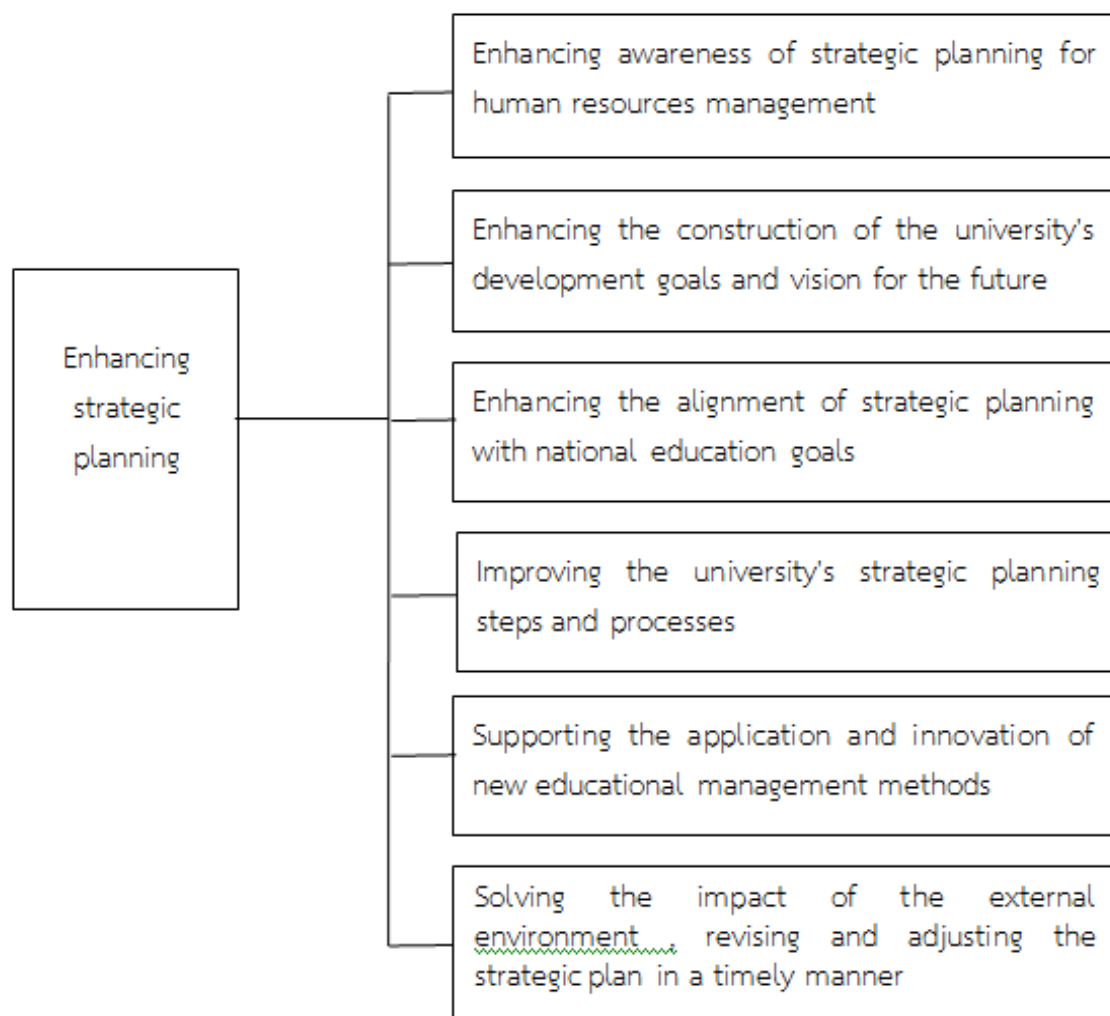
Figure 4.5 The strategy of enhancing strategic planning
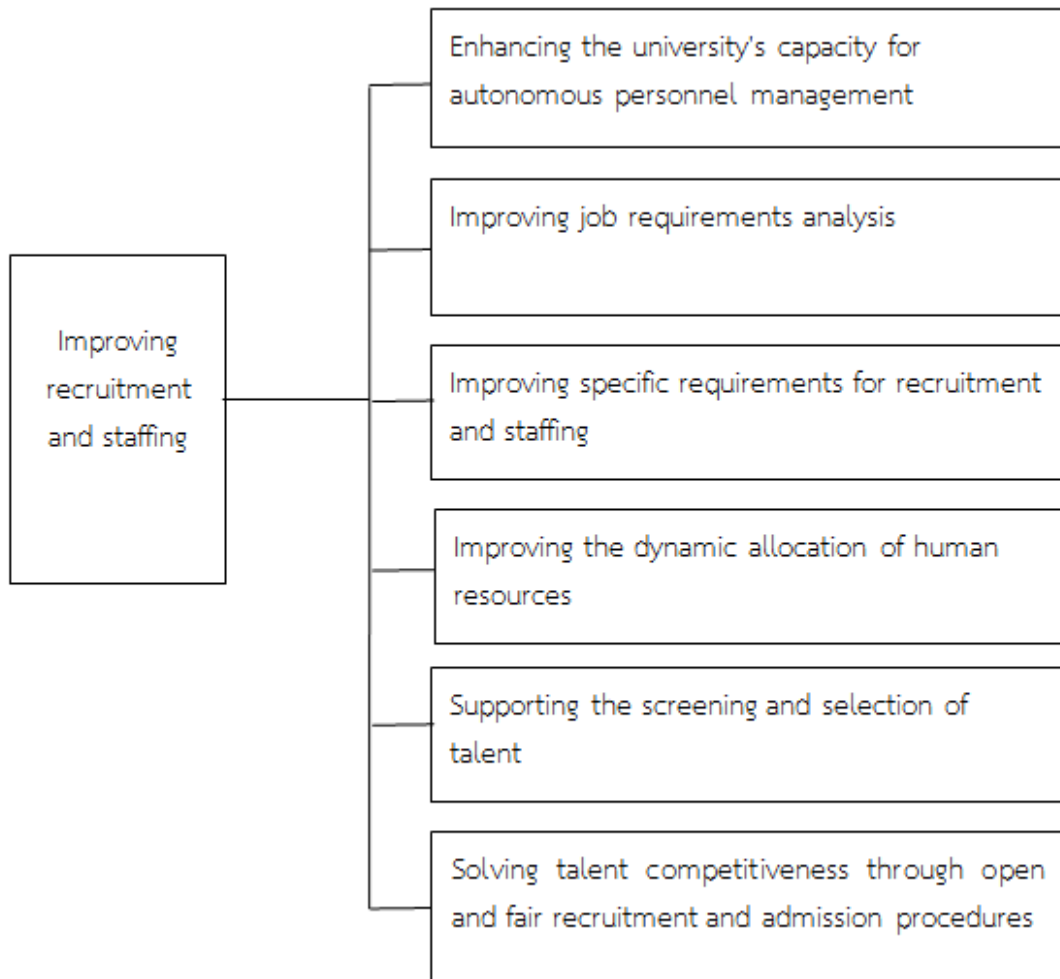
Figure 4.6 The strategy of improving recruitment and staffing
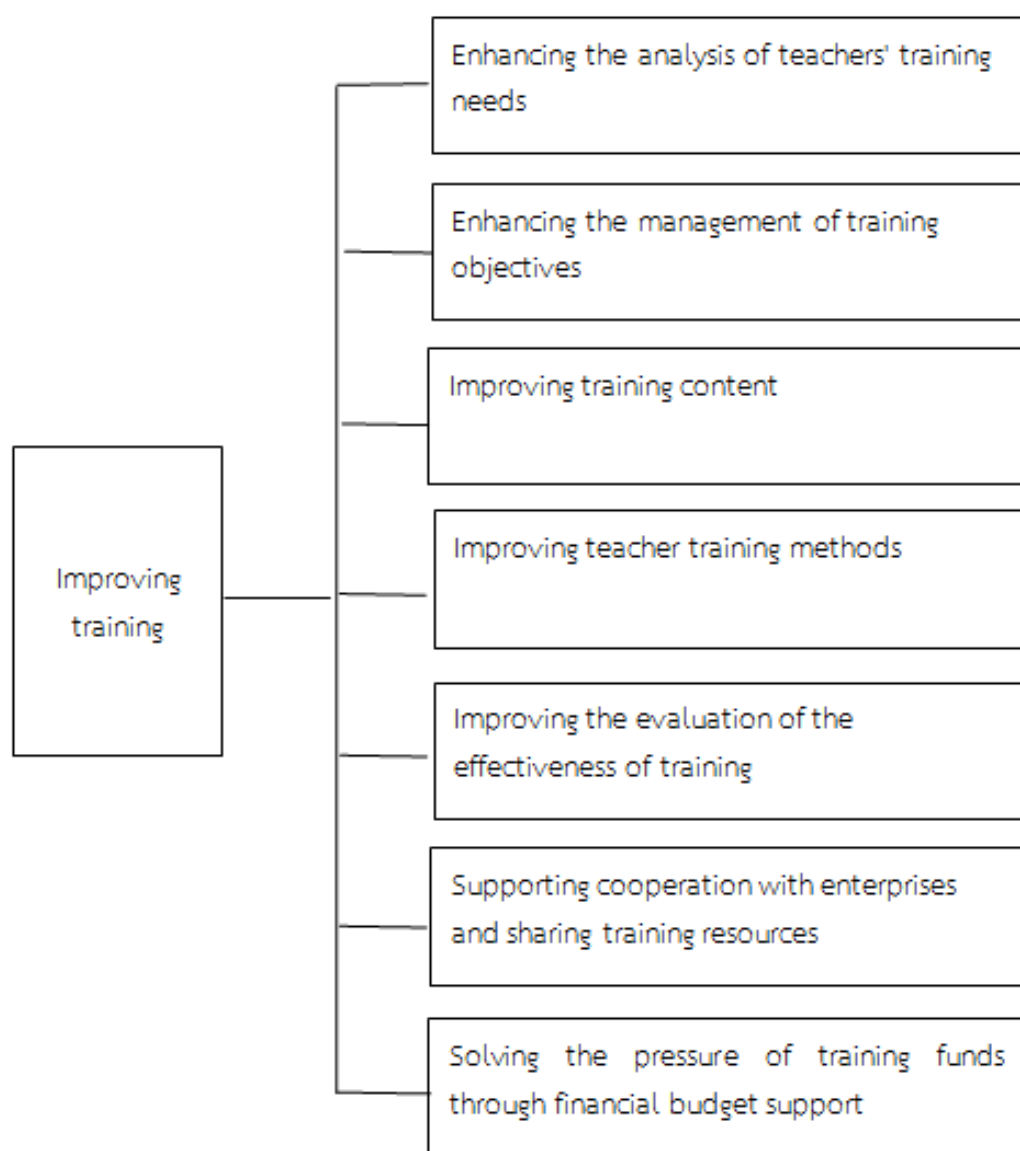
Figure 4.7 The strategy of improving training
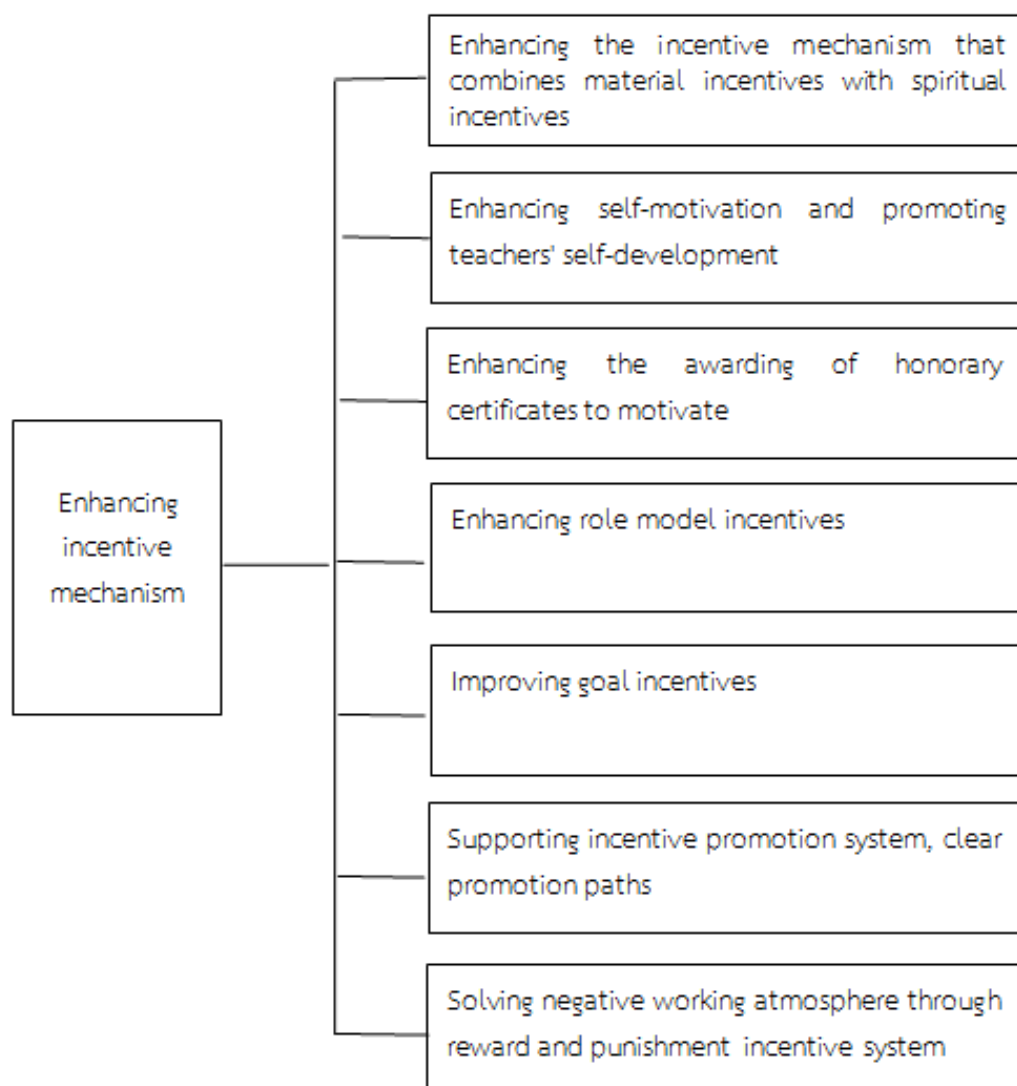
Figure 4.8 The strategy of enhancing incentive mechanism
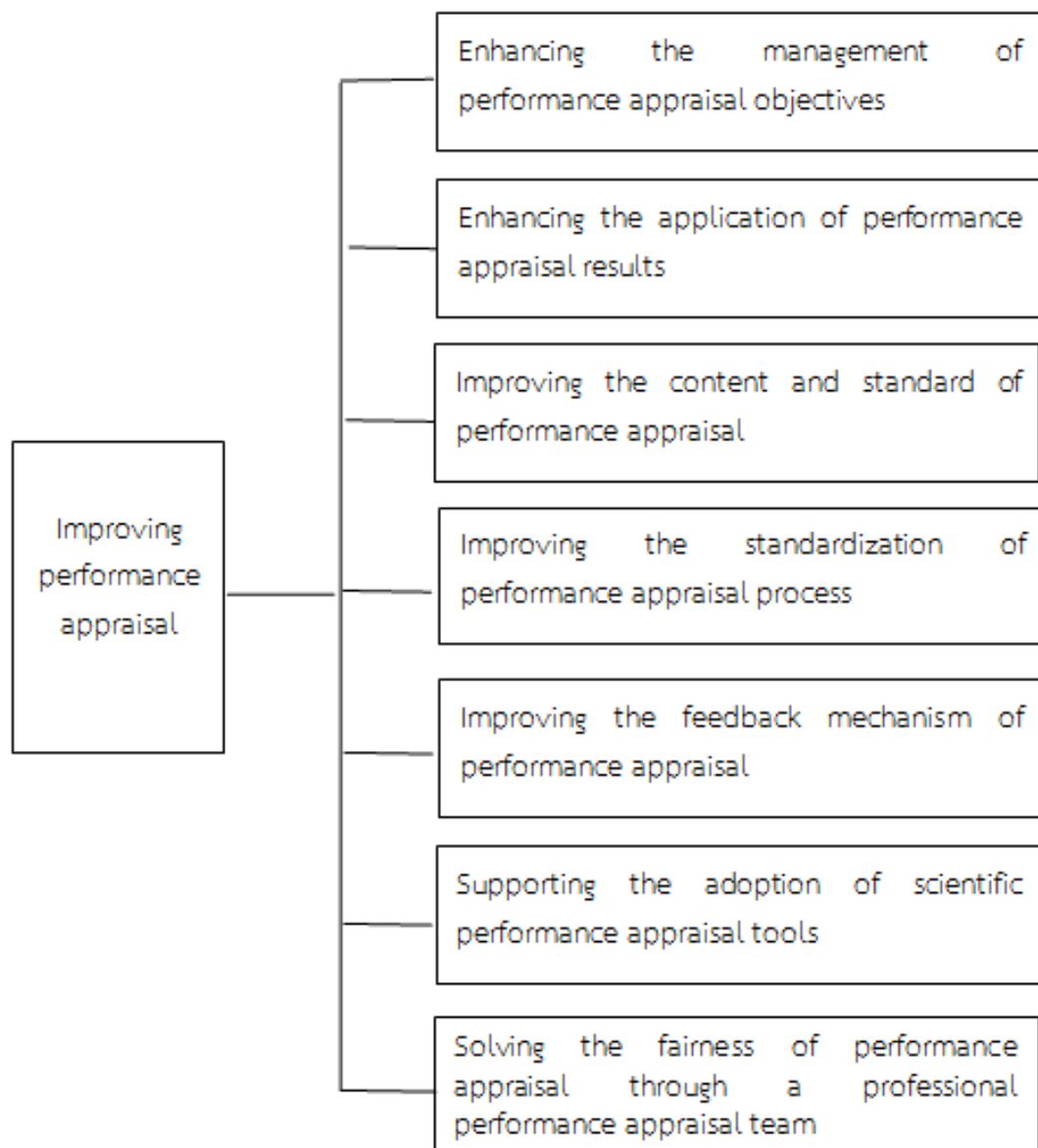
Figure 4.9 The strategy of improving performance appraisal

Part 5: The analysis result about the evaluation of the suitability and feasibility of strategies for improving human resource management in Guangxi universities. Presented the data in the form of mean and standard deviation.

This section aims to evaluate the applicability and feasibility of strategies for improving human resource management in Guangxi Universities. This study selected 15 qualified experts to evaluate the human resource management strategies of universities in Guangxi. The results are as follows:

Table 4.11 The mean and standard deviation of the evaluation of suitability and feasibility of the strategies for improving human resource management in Guangxi universities

(N=15)

Strategies and measures	suitability			feasibility		
	$\bar{\mathrm{X}}$	S.D.	level	$\bar{\mathrm{X}}$	S.D.	level
1 Enhancing strategic planning	4.73	0.44	highest	4.71	0.46	highest
2 Improving recruitment and staffing	4.77	0.43	highest	4.76	0.43	highest
3 Improving training	4.75	0.43	highest	4.75	0.43	highest
4 Enhancing incentive mechanism	4.80	0.40	highest	4.78	0.42	highest
5 Improving performance appraisal	4.72	0.45	highest	4.70	0.46	Highest
Total	**4.76**	**0.43**	**highest**	**4.74**	**0.44**	**highest**

According to Table 4.11, found that the suitability of the strategies for improving human resource management in Guangxi universities were at the highest level with values between 4.72 and 4.80, which means the strategies for improving human resource management in Guangxi universities are suitability.

According to Table 4.11, found that the feasibility of the strategies for improving human resource management in Guangxi universities were at the highest level with values between 4.70 and 4.78, which means the strategies for improving human resource management in Guangxi universities are feasibility.

Table 4.12 The mean and standard deviation of the evaluation of suitability and feasibility of the strategies for improving human resource management in Guangxi universities in enhancing strategic planning

(N=15)

Strategies and measures	suitability			feasibility		
	$\overline{\mathrm{X}}$	S.D.	level	$\overline{\mathrm{X}}$	S.D.	level
Enhancing strategic planning						
1.Enhancing awareness of strategic planning for human resources management	4.60	0.51	highest	4.67	0.49	highest
2.Enhancing the construction of the university's development goals and vision for the future	4.93	0.26	highest	4.87	0.35	highest
3.Enhancing the alignment of strategic planning with national education goals	4.87	0.35	highest	4.87	0.35	highest
4.Improving the university's strategic planning steps and processes	4.60	0.51	highest	4.67	0.49	highest
5.Supporting the application and innovation of new educational management methods	4.73	0.46	highest	4.60	0.51	highest
6.Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner	4.67	0.49	highest	4.60	0.51	highest
Total	4.73	0.44	highest	4.71	0.46	highest

According to Table 4.12, found that the suitability of the strategy for improving human resource management in Guangxi universities in enhancing strategic planning were at the highest level with values between 4.60 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing strategic planning are suitability.

According to Table 4.12, found that the feasibility of the strategy for improving human resource management in Guangxi universities in enhancing strategic planning were at the highest level with values between 4.60 and 4.87, which means

the strategy for improving human resource management in Guangxi universities in enhancing strategic planning are feasibility.

Table 4.13 The mean and standard deviation of the evaluation of suitability and feasibility of the strategies for improving human resource management in Guangxi universities in improving recruitment and staffing

(N=15)

Strategies and measures	suitability			feasibility		
	$\overline{\mathrm{x}}$	S.D.	level	$\overline{\mathrm{x}}$	S.D.	level
Improving recruitment and staffing						
1.Enhancing the university's capacity for autonomous personnel management	4.67	0.49	highest	4.67	0.49	highest
2.Improving job requirements analysis	4.87	0.35	highest	4.93	0.26	highest
3.Improving specific requirements for recruitment and staffing	4.73	0.46	highest	4.67	0.49	highest
4.Improving the dynamic allocation of human resources	4.67	0.49	highest	4.67	0.49	highest
5.Supporting the screening and selection of talent	4.80	0.41	highest	4.73	0.46	highest
6.Solving talent competitiveness through open and fair recruitment and admission procedures	4.87	0.35	highest	4.87	0.35	highest
Total	4.77	0.43	highest	4.76	0.43	highest

According to Table 4.13, found that the suitability of the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing were at the highest level with values between 4.67 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing are suitability.

According to Table 4.13, found that the feasibility of the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing are feasibility.

Table 4.14 The mean and standard deviation of the evaluation of suitability and feasibility of the strategies for improving human resource management in Guangxi universities in improving training

(N=15)

Strategies and measures	suitability			feasibility		
	$\overline{\text{X}}$	S.D.	level	$\overline{\text{X}}$	S.D.	level
Improving training						
1.Enhancing the analysis of teachers' training needs	4.87	0.35	highest	4.93	0.26	highest
2.Enhancing the management of training objectives	4.73	0.46	highest	4.73	0.46	highest
3.Improving training content	4.87	0.35	highest	4.93	0.26	highest
4.Improving teacher training methods	4.60	0.51	highest	4.67	0.49	highest
5.Improving the evaluation of the effectiveness of training	4.67	0.49	highest	4.60	0.51	highest
6.Supporting cooperation with enterprises and sharing training resources	4.80	0.41	highest	4.73	0.46	highest
7.Solving the pressure of training funds through financial budget support	4.73	0.46	highest	4.67	0.49	highest
Total	**4.75**	**0.43**	**highest**	**4.75**	**0.43**	**highest**

According to Table 4.14, found that the suitability of the strategy for improving human resource management in Guangxi universities in improving training were at the highest level with values between 4.60 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving training are suitability.

According to Table 4.14, found that the feasibility of the strategy for improving human resource management in Guangxi universities in improving training were at the highest level with values between 4.60 and 4.93, which means the strategy for improving human resource management in Guangxi universities in improving training are feasibility.

Table 4.15 The mean and standard deviation of the evaluation of suitability and feasibility of the strategies for improving human resource management in Guangxi universities in enhancing incentive mechanism

(N=15)

Strategies and measures	suitability			feasibility		
	$\overline{\mathrm{X}}$	S.D.	level	$\overline{\mathrm{X}}$	S.D.	level
Enhancing incentive mechanism						
1.Enhancing the incentive mechanism that combines material incentives with spiritual incentives	4.93	0.26	highest	4.93	0.26	highest
2.Enhancing self-motivation and promoting teachers' self-development	4.73	0.46	highest	4.67	0.49	highest
3.Enhancing the awarding of honorary certificates to motivate	4.67	0.49	highest	4.73	0.46	highest
4.Enhancing role model incentives	4.67	0.49	highest	4.67	0.49	highest
5.Improving goal incentives	4.80	0.41	highest	4.73	0.46	highest
6.Supporting incentive promotion system, clear promotion paths	4.93	0.26	highest	4.87	0.35	highest
7.Solving negative working atmosphere through reward and punishment incentive system	4.87	0.35	highest	4.87	0.35	highest
Total	4.80	0.40	highest	4.78	0.42	highest

According to Table 4.15, found that the suitability of the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism are suitability.

According to Table 4.15, found that the feasibility of the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism are feasibility.

Table 4.16 The mean and standard deviation of the evaluation of suitability and
feasibility of the strategies for improving human resource management in
Guangxi universities in improving performance appraisal

(N=15)

Strategies and measures	suitability			feasibility		
	$\bar{\mathrm{x}}$	S.D.	level	$\bar{\mathrm{x}}$	S.D.	level
Improving performance appraisal						
1.Enhancing the management of performance appraisal objectives	4.87	0.35	highest	4.93	0.26	highest
2.Enhancing the application of performance appraisal results	4.73	0.46	highest	4.67	0.49	highest
3.Improving the content and standard of performance appraisal	4.87	0.35	highest	4.87	0.35	highest
4.Improving the standardization of performance appraisal process	4.73	0.46	highest	4.53	0.52	highest
5.Improving the feedback mechanism of performance appraisal	4.60	0.51	highest	4.67	0.49	highest
6.Supporting the adoption of scientific performance appraisal tools	4.60	0.51	highest	4.67	0.49	highest
7.Solving the fairness of performance appraisal through a professional performance appraisal team	4.67	0.49	highest	4.60	0.51	highest
Total	4.72	0.45	highest	4.70	0.46	highest

According to Table 4.16, found that the suitability of the strategy for improving human resource management in Guangxi universities in improving performance appraisal were at the highest level with values between 4.60 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving performance appraisal are suitability.

According to Table 4.16, found that the feasibility of the strategy for improving human resource management in Guangxi universities in improving performance appraisal were at the highest level with values between 4.60 and 4.93, which means the strategy for improving human resource management in Guangxi universities in improving performance appraisal are feasibility.

Chapter 5
Conclusion Discussion and Recommendations

The research in strategies for improving human resource management in Guangxi universities. The objectives of this research were 1) to study the level of human resource management in Guangxi universities, 2) to develop strategies for improving the human resource management in Guangxi universities, 3) to evaluate the suitability and feasibility about the strategies of improving the human resource management in Guangxi universities were including 5 following aspects: 1) strategic planning, 2) recruitment and staffing, 3) training, 4) incentive mechanism, 5) performance appraisal. The sample group in this research were administrators in universities in Guangxi. The Interview group was 10 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 strategies for the improving of human resource management in Guangxi universities. The researcher summarizes the conclusion into 3 parts, detail as follows:

Part 1: the current situation of human resource management in Guangxi Universities.

Part 2: the strategies for improving human resource management in Guangxi universities.

Part 3: the suitability and feasibility of strategies for improving human resource management in Guangxi universities.

Part 1: The current situation of human resource management in Guangxi Universities.

The current situation of human resource management in Guangxi Universities in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was recruitment and staffing, followed by strategic planning, training, performance appraisal, and the lowest level was incentive mechanism.

Strategic planning was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators develop strategic plans that take into account the nation's overall educational goals, followed by administrators articulate a vision for the future of the university. and the lowest level was administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the science of strategic planning.

Recruitment and staffing was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators' hiring process is efficient and follows the labor contract signing process. followed by administrators have established an open and transparent recruitment process. and the lowest level was administrators does an excellent job of assigning employees to appropriate positions based on job requirements.

Training was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators emphasize the training of knowledge, ability and professional ethics. followed by administrators conduct training to acclimatize employees to their new positions. and the lowest level was administrators fully analyze and understand the training needs of employees.

Incentive mechanism was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators award certificates of merit to recognize and motivate outstanding talent. followed by administrators set good employees as role models and encourage employees to learn from them. and the lowest level was administrators use negative incentives to discipline employees for bad behavior.

Performance appraisal was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was administrators use the results of performance appraisals as a criterion for employee compensation, rewards, promotions, and demotions. followed by administrators communicate with employees to ensure the smooth implementation of performance appraisals. and the lowest level was administrators collect and record performance appraisal data that truly reflects employee performance.

Part 2: the strategies for improving human resource management in Guangxi universities.

The strategies for improving human resource management in Guangxi universities in five aspects, which contain 33 measures. There are 6 measures for enhancing strategic planning, 6 measures for improving recruitment and staffing, 7 measures for improving training, 7 measures for enhancing incentive mechanism, 7 measures for improving performance appraisal.

Enhancing strategic planning consisted of 6 measures, as follows:

1. Enhancing awareness of strategic planning for human resources management

2. Enhancing the construction of the university's development goals and vision for the future

3. Enhancing the alignment of strategic planning with national education goals

4. Improving the university's strategic planning steps and processes

5. Supporting the application and innovation of new educational management methods

6. Solving the impact of the external environment, revising and adjusting the strategic plan in a timely manner

Improving recruitment and staffing consisted of 6 measures, as follows:

1. Enhancing the university's capacity for autonomous personnel management

2. Improving job requirements analysis

3. Improving specific requirements for recruitment and staffing

4. Improving the dynamic allocation of human resources

5. Supporting the screening and selection of talent

6. Solving talent competitiveness through open and fair recruitment and admission procedures

Improving training consisted of 7 measures, as follows:

1. Enhancing the analysis of teachers' training needs

2. Enhancing the management of training objectives

3. Improving training content

4. Improving teacher training methods

5. Improving the evaluation of the effectiveness of training

6. Supporting cooperation with enterprises and sharing training resources

7. Solving the pressure of training funds through financial budget support

Enhancing incentive mechanism consisted of 7 measures, as follows:

1. Enhancing the incentive mechanism that combines material incentives with spiritual incentives

2. Enhancing self-motivation and promoting teachers' self-development

3. Enhancing the awarding of honorary certificates to motivate

4. Enhancing role model incentives

5. Improving goal incentives

6. Supporting incentive promotion system, clear promotion paths

7. Solving negative working atmosphere through reward and punishment incentive system

Improving performance appraisal consisted of 7 measures , as follows:

1. Enhancing the management of performance appraisal objectives

2. Enhancing the application of performance appraisal results

3. Improving the content and standard of performance appraisal

4. Improving the standardization of performance appraisal process

5. Improving the feedback mechanism of performance appraisal

6. Supporting the adoption of scientific performance appraisal tools

7. Solving the fairness of performance appraisal through a professional performance appraisal team.

Part 3: The suitability and feasibility of strategies for improving human resource management in Guangxi universities.

The suitability of the strategies for improving human resource management in Guangxi universities were at the highest level with values between 4.72 and 4.80, which means the strategies for improving human resource management in Guangxi universities are suitability. The feasibility of the strategies for improving human resource management in Guangxi universities were at the highest level with values between 4.70 and 4.78, which means the strategies for improving human resource management in Guangxi universities are feasibility.

The suitability of the strategy for improving human resource management in Guangxi universities in enhancing strategic planning were at the highest level with values between 4.60 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing strategic planning are suitability. The feasibility of the strategy for improving human resource management in Guangxi universities in enhancing strategic planning were at the highest level with values between 4.60 and 4.87, which means the strategy for improving human resource management in Guangxi universities in enhancing strategic planning are feasibility.

The suitability of the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing were at the highest level with values between 4.67 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing are suitability. The feasibility of the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in improving recruitment and staffing are feasibility.

The suitability of the strategy for improving human resource management in Guangxi universities in improving training were at the highest level with values between 4.60 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving training are suitability. The feasibility of the strategy for improving human resource management in Guangxi universities in improving training were at the highest level with values between 4.60 and 4.93,

which means the strategy for improving human resource management in Guangxi universities in improving training are feasibility.

The suitability of the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism are suitability. The feasibility of the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism were at the highest level with values between 4.67 and 4.93, which means the strategy for improving human resource management in Guangxi universities in enhancing incentive mechanism are feasibility.

The suitability of the strategy for improving human resource management in Guangxi universities in improving performance appraisal were at the highest level with values between 4.60 and 4.87, which means the strategy for improving human resource management in Guangxi universities in improving performance appraisal are suitability. The feasibility of the strategy for improving human resource management in Guangxi universities in improving performance appraisal were at the highest level with values between 4.60 and 4.93, which means the strategy for improving human resource management in Guangxi universities in improving performance appraisal are feasibility.

Discussion

Part 1: the current situation of human resource management in Guangxi Universities.

The current situation of human resource management in Guangxi Universities in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was recruitment and staffing, followed by strategic planning, training, performance appraisal, and the lowest level was incentive mechanism. Universities must do a good job of human resource management and enhance the efficiency of human resource management. The related to the research of views which is agreement with many other scholars. such as Zhou, Jian (2021, p39), Hua Ting (2021, p32), Wang Xu (2023, p95), Zong Na (2021, p12), Zhang Yusheng (2023, p68). They presented five

main concepts of human resource management in universities, including planning, recruitment and staffing, training, incentives, performance appraisal.

Strategic planning was at high level. This is because 1) In 2010, the State issued the Outline of the National Medium- and Long-Term Educational Reform and Development Plan, and strategic planning for universities was given unprecedented importance. Awareness of the importance of strategic planning among university leadership and planning-related staff has risen considerably in comparison with previous years. 2) Strategic planning is considered to be a more scientific and effective way of management, and has been emphasized by more and more universities, which have set up specialized institutions to be responsible for strategic planning in schools. Li Hongyan (2023, p8). 3) Many universities have implemented the strategy of "Strengthening Universities with Talents" and strengthened the construction of top-notch innovative talents Xiao, Yanmei (2011, p184). However, the survey found that the option of "administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the science of strategic planning " have the lowest scores, which can be attributed to the following possibilities: firstly, the university's strategic planning is not well recognized; secondly, the university's strategic planning procedures and steps are not reasonable; and finally the university's strategic planning implementation mechanism is not perfect.

Recruitment and staffing was at high level. This is because 1) University teachers are a team of high-quality and high-level teachers who need to have high cultural literacy, educational ability and professional literacy, and the recruitment conditions are relatively high. Wen, Xiaoyu (2021, p157). 2) Universities have certain flexibility in talent recruitment. They can make their own plans in talent introduction activities and formulate recruitment and employment rules according to the actual situation of the university. Xu Jing (2021, p25). 3) The University will assign the newly recruited teachers to the corresponding faculties or departments according to their subject specialties. However, the survey found that the option of "administrators does an excellent job of assigning employees to appropriate positions based on job requirements." have lowest scores, which can be attributed to the following possibilities: recruitment is only a preliminary selection of teachers suitable for the development of the university, and does not mean that they fully meet the

requirements of each position. Therefore, the staffing of university teachers is particularly important.

Training was at high level. This is because 1) In 2018, the Ministry of Education issued the Action Plan for Revitalizing Teacher Education (2018-2022), which clearly proposed to strengthen the diagnosis of teacher training needs, optimize the training content, establish a quality monitoring mechanism for teacher training and training, and establish and improve the quality evaluation system for teacher training. 2) With the increasing demand for talents in the society, universities pay more and more attention to the development of teachers and the improvement of comprehensive quality and ability, and carry out the training of university teachers has become the key to enhance the competitiveness of schools. Cheng Jianhua, Rong Wenting, Zhao Lin (2017, p95). 3) The university has basically established a pre-job training system, which can meet the basic training needs of teachers. However, the survey found that the option of "administrators fully analyze and understand the training needs of employees" have lowest scores, which can be attributed to the following possibilities: Most of the training courses for teachers are based on traditional classroom teaching, the design of training courses is unreasonable, and the overall participation of teachers and the sense of process experience are not strong.

Incentive mechanism was at high level. This is because 1) The university has established material incentives, which can meet the daily work and material needs of teachers. At the same time, the university has improved the professional identity and happiness of teachers through humanistic care at the spiritual level. Xia Ying (2023, p115). 2) The introduction of incentive mechanism in university human resource management has aroused the enthusiasm of university teachers, promoted the development of human resources, and promoted the continuous improvement of management quality. Qiu Yue (2023, p137). 3) Universities are learning organizations with high overall quality of teachers. Through the leading role of outstanding talents, other teachers can be encouraged to study and work actively. Qin Kefeng (2023, p195). However, the survey found that the option of "administrators use negative incentives to discipline employees for bad behavior." have lowest scores, which can be attributed to the following possibilities: compared with the reward mechanism, the punishment standard is relatively strict, and the imbalance between the reward and punishment standard is likely to cause teachers' resistance. Some teachers

believe that the rewards for hard work are small, and the penalties for mistakes are large, resulting in negative emotions at work.

Performance appraisal was at high level. This is because 1) Performance appraisal is naturally included in the assessment and evaluation of university teachers and plays a prominent role. Generally speaking, the performance appraisal of university teachers includes the appraisal of performance and behavior, and serves as the basis for the issuance of teachers' performance salary. Shi, Honghong (2022, p117). 2) Performance management is a kind of management method that has been widely used in universities, and it has had an important impact on university management ability, talent cultivation and faculty building. The implementation of performance appraisal is a need to improve the management level of universities and promote the high quality development of universities. Guan, Yonggang (2021, p103). 3) The university examines the quality of teachers' work and other conditions through performance appraisal, and rates teachers on the basis of a certain system, the university will determine teachers' performance and promotion qualifications through the results of teachers' performance appraisal, etc. Tan Linfang. (2023, p188). However, the survey found that the option of "administrators collect and record performance appraisal data that truly reflects employee performance." have lowest scores, which can be attributed to the following possibilities: in the actual appraisal work, the performance appraisal results are subject to the subjective consciousness of the appraiser, inertia thinking, appraisal work experience and other influences, it is easy to form a certain appraisal error, it is difficult to ensure the objectivity and accuracy of the performance appraisal.

Part 2: The strategies for improving human resource management in Guangxi universities.

The strategies for improving human resource management in Guangxi universities in five aspects, which contain 33 measures. There are 6 measures for enhancing strategic planning, 6 measures for improving recruitment and staffing, 7 measures for improving training, 7 measures for enhancing incentive mechanism, 7 measures for improving performance appraisal.

For enhancing strategic planning, this study proposes 6 measures, of which measures 2 and 3 are the most valuable, which I will express in detail below. The

second measure "Enhancing the construction of the university's development goals and vision for the future" This measure was developed from development goals is the core content of strategic planning, which is a deliberate strategic choice made by the university after research and strategic analysis. Gao Min (2022, p145) Accurate positioning, clear goals and strong measures of strategic planning can guide universities to move forward to the established development goals in the increasingly fierce competition, and is the guarantee for universities to realize the development vision. University strategic planning takes university mission and vision as a starting point. Li, Hongyan (2023, p7) The strategic planning of the university is to clarify the possibilities of the university's future development, to give full play to its strengths and characteristics, to identify its construction priorities, and to ensure that the university achieves sustainable development within the constraints of its limited resources. The third measure "Enhancing the alignment of strategic planning with national education goals" This measure was developed from the theoretical system of the preparation of the fourteenth five-year development plan of universities. in 2021, the National Education Work Conference proposed that China's education has entered the stage of high-quality development, and it is necessary to accelerate the construction of a high-quality education system, optimize the structure of higher education, accelerate the construction of science and technology innovation system of universities, and promote the high-quality development of higher education. Universities should grasp the connotation of high-quality development, determine the development strategy, formulate the development plan, design the development path, improve the development system, and build a long-term mechanism. Chen Gang, Ding Xiaozhi (2022, p68) The fourteenth five-year development plan of higher education institutions is an important part of the modernization of the governance system of local universities, and it is a top-level design to promote the high-quality development of local universities.

For improving recruitment and staffing, this study proposes 6 measures, of which measures 2 and 6 are the most valuable, which I will express in detail below. The second measure "Improving job requirement analysis" This measure was developed from the human resources department needs to clarify the organization's talent needs. University human resource management department according to their own development planning needs, analyze the job demand, determine the job

requirements for talent, purposeful and planned to promote the smooth implementation of human resource management work. Phang Mei Ruan (2020, p165) The university should carry out a scientific and reasonable job demand analysis, and make a detailed plan for the talents, skills, qualities and responsibilities required for a certain position. Zhang, Xiaoru (2023, p87) University combined with the organization's actual demand for human resources, recruiting talents and resource allocation work, with the support of excellent talents to achieve organizational development goals. Xu, Jing (2021, p24) Conducting personnel and job matching analyses is an important human resource management technique. The University has to develop job responsibilities, set out different requirements for different positions, and identify the skills, responsibilities and knowledge required for the work of each position. The sixth measure "Solving talent competitiveness through open and fair recruitment and admission procedures" This measure was developed from the principles of fairness and equity. Liu, Lin (2016, p122) The principle of fairness and impartiality is the basis for ensuring that the university recruits high quality personnel and realizes the efficiency of recruitment activities. In the recruitment process, there are some unfair phenomena, such as gender restriction, care relationship, geographical restriction, etc. These phenomena damage the image of the organization and bring intangible losses to the organization. These phenomena damage the image of the organization and bring intangible losses to the organization. Phang Mei Ruan (2020, p166) Universities need to formulate scientific and reasonable recruitment plans, and must carry out fair, just and transparent recruitment work.

For improving training, this study proposes 7 measures, of which measures 1 and 3 are the most valuable, which I will express in detail below. The first measure "Enhancing the analysis of teachers' training needs" This measure was developed from providing refined training for university teachers. Zhao, Younan (2023, p61) University teachers each have different academic foundations, job requirements and development directions, so when organizing training, it is important to pay practical attention to the role of training needs analysis, to classify the characteristics of the university teaching community on the basis of the results of the training needs analysis, and to formulate and implement training programmes on a classified basis. Liu, Guangyan (2020. p142) The basis of training needs analysis is to understand the job information, job duties, job content, workflow, required knowledge and skills.

Managers can carry out targeted training based on the positioning of needs. The third measure "Improving training content" This measure was developed from improve the training content. In order to enable teachers of different professions and qualities to gain and grow from the training, universities should improve the differentiation and personalization of the training content as much as possible, so as to achieve the purpose of adapting to and meeting the training needs of teachers. Xu, Min, and Sun, Xiaowei (2022, p80) Universities need to explore open-ended training content and develop scientifically sound training content. Sun Jinde (2021, p195) Managers should develop a comprehensive training programme, improve the content of training, pay attention to theoretical training, improve the training of practical skills, and enrich the content of training.

For enhancing incentive mechanism, this study proposes 7 measures, of which strategies 1, 6 and 7 are the most valuable, which I will express in detail below. The first measure "Enhancing the incentive mechanism that combines material incentives with spiritual incentives" This measure was developed from the Hierarchy of Needs Theory. Maslow (1943) classified human needs into five levels: physiological needs, safety needs, belongingness and love need, esteem needs, self - actualization need. Maslow believed that when the lower level needs are satisfied, people's need level rises to a higher level. Universities should first satisfy the material needs of teachers, and then also consider satisfying their spiritual needs and promoting their personal development. Li Penghong (2016, p131) The development of competitive material and moral incentives is the key to retaining and sustaining talent in an organization. The sixth measure "Supporting incentive promotion system, clear promotion paths" This measure was developed from ERG theory. Alderfer (1969) divided human needs into three kinds: Existence, Relatedness, Growth. Growth represents the development and self-realization willingness of the employees, which involves the individual's career development and the pursuit of spiritual level. Promotion is an important way for employees' career development, which can put excellent employees into higher-level leadership positions and drive the progress of the whole team. Incentive promotion system is conducive to the development of individual faculty members and team growth, and has a wide range of applications in university human resource management. Wang Yuhong (2022, p144) The university has widely implemented the appointment system for university teachers, and the

promotion system created by the university demonstrates excellent market competition principles. A series of promotion systems with the incentive-based theory as the key is the foundation for the scientific development of the university. The seventh measure "Solving negative working atmosphere through reward and punishment incentive system" This measure was developed from reinforcement theory. B.F. Skinner (1957) Reinforcement theory include four types 1) Positive reinforcement. Giving a good stimulus. Rewards are applied so that the pattern of behavior is repeated and maintained.2) Negative Reinforcement: removing a bad stimulus. Created to trigger the appearance of a desired behavior. 3) Positive Punishment: the imposition of a bad stimulus. A method of punishing inappropriate behavior when it occurs. 4) Negative Punishment: removing a good stimulus. The original reward is no longer given when the inappropriate behavior occurs. Reward and punishment incentives can guide teachers' good behavior and constrain their bad behavior. Chen, Shuisheng (2007, p28) The university adopts incentives to reward individual workloads and teamwork, and rewards staff who have made contributions to teaching and research.

For improving performance appraisal, this study proposes 7 measures, of which measures 1 and 3 are the most valuable, which I will express in detail below. The first measure "Enhancing the management of performance appraisal objectives" This measure was developed from Reasonable positioning of performance appraisal objectives. Wei Wei (2021, p91) In human resource management, performance appraisal objectives should be clearly defined if the performance appraisal is to be effective. Let every employee understand the performance appraisal objectives of individual jobs. Gao Ying (2023, p49) The school clarified the objectives of performance management by establishing the positioning and strategy of overall development, and communicated the objectives to each teacher layer by layer, so that the teachers clearly understood their own positioning and role in the organization. Each department also formulates its own performance appraisal objectives in the context of the school's overall plan, so that the organization can form a complete performance appraisal process. The third measure "Improving the content and standard of performance appraisal" This measure was developed from improving the appraisal content and indicators. Wei Wei (2021, p90) Managers should optimise the content and standards of performance appraisal, so that performance

appraisal becomes more objective and fair. Managers should continuously optimise the performance appraisal process, and strictly follow the process to implement the performance appraisal work, to ensure the effectiveness of performance appraisal. Tan Linfang. (2023, p187) The content of performance appraisal should be controlled within a reasonable range, and the content of performance appraisal should cover multiple aspects such as virtue, diligence, ability and performance. Performance appraisal standards should be objective and quantifiable. The scientific principle requires universities to absorb the latest performance appraisal concepts in a timely manner, update the form of performance appraisal, and adopt different performance appraisal methods for the characteristics of the work nature of different positions, so as to ensure that the performance appraisal system for university staff is advanced and scientific.

Part 3: the suitability and feasibility of strategies for improving human resource management in Guangxi universities.

The researcher invited 15 experts to evaluate the strategies for improving human resource management in Guangxi universities. They have a more in-depth understanding of human resource management and research. Base on Likert (1932)'s average data interpretation shows that the suitability and feasibility of strategies for improving human resource management in Guangxi universities in five aspects were at highest level, which means strategies for improving human resource management in Guangxi universities are suitability and feasibility. The University meets the characteristics of a learning organization. Learning organizations require changes in human resource management from organization, concept, system, content and method to meet the needs of organizational development and cultivation of learning ability. Organizations must focus on human resource management and strategic planning; pay attention to the cultivation of talents and improve the human resource training system; focus on employee career planning; optimize the assessment mechanism; and motivate employees to self-improvement.

The strategy of enhancing strategic planning for improving human resource management in Guangxi universities are suitability and feasibility. Enhanced strategic planning is necessary. Universities need to recognize the importance of strategic planning. Strategic planning is a holistic and macroscopic plan adopted to realize the

development goals of the university. A rational strategic planning preparation process is the key to the effectiveness of strategic planning. The strategic planning of the university should focus on the scientific nature of the content. The university should make dynamic adjustments and revisions to the strategic plan. Zhao, Shuming (2008, p33) Modern human resource planning emphasizes the guiding role of human resource strategy. The human resource strategic planning is the human resource planning with global and long-term nature. Through effective human resource management and development, it helps the organization to meet the challenges of the internal and external environment, create value, and ensure the acquisition of a sustainable competitive advantage. Fang, Fei (2019, p241) The University's strategic plan is a forward-looking management that looks at the actual and future development of the university. Universities need to strengthen the top-level design of strategic planning. Li, Hongyan (2023, p9) Universities should attach great importance to the value of strategic development planning. Strategic development planning should be strengthened as an important tool for modern university management.

The strategy of improving recruitment and staffing for improving human resource management in Guangxi universities are suitability and feasibility. Recruitment and staffing can affect the quality and effectiveness of human resources management in universities, and are the basis for talent security in universities. Universities should improve recruitment and staffing, analyze job requirements, publicize specific recruitment requirements, scientifically screen talents, and do a good job of allocating and developing talents. Yang Jie (2016, p63) Universities in the western region should start from job analysis and staffing, improve the recruitment and staffing process, and do a good job of talent selection. Wen, Xiaoyu (2021, p157) Independent colleges and universities for teachers' recruitment and allocation system is particularly important. Recruitment in higher education is the activity of selecting and equipping high-level talents for higher education, and recruitment and deployment are of great significance to the management of higher education. Wang Qin (2021, p125) Universities should establish advanced human resource management concepts, do a good job of personnel recruitment management, optimize the allocation of human resources, and make a reasonable allocation of

teachers, logistic service personnel, administrative personnel and other staff, which can fundamentally improve the utilization rate of human resources.

The strategy of improving training for improving human resource management in Guangxi universities are suitability and feasibility. Training is the basis for the development and enhancement of university teaching teams. Improved training can enhance teachers' professional competence and management ability. Universities should pay attention to training content, training methods, training resource development, training effect evaluation, and rationalization of training budget. The training can improve the overall level of the university education quality. Wu, Xiaoli (2019, p116) Improving training in universities is of great practical significance. Teachers can be better adapted to the requirements of their posts through training and development, which is also an important factor in improving the core competitiveness of universities. Liu, Guangyan (2020, p142) It is necessary to focus on human resources management, pay attention to the cultivation of talents, establish a perfect human resources training system, build a learning organisation, and focus on staff career planning. Gao Huayuan (2022, p75) It is considered that the internal human resource management of the organization should focus on training and development work. According to the actual situation of the development of staff growth plan, the development of training content and training path, focus on the transformation of training results, and do a good job of training effect of comprehensive feedback.

The strategy of enhancing incentive mechanism for improving human resource management in Guangxi universities are suitability and feasibility. Incentives can stimulate the work initiative of employees. Universities should build a comprehensive incentive system, strengthen material incentives and spiritual incentives, create a reasonable system of rewards and penalties, strengthen the pertinence of incentives, mobilize the work initiative of employees, and fully develop the work potential of each employee. Jin Ji (2019, p13) According to the relevant motivation theory, adopting diversified motivation methods to motivate the employees of the university can meet the growth needs of the employees and stimulate their work initiative and creativity. Universities need to enhance incentive mechanisms. Liao Jing (2020, p174) In the human resource management in colleges and universities should avoid only using a single incentive, but to achieve the

effective combination of material incentives and spiritual incentives. To choose a reasonable form of incentives, build a perfect incentive system. Strengthening incentives is an important means of modern management, can achieve the quality of university human resource management. Wang Yuhong (2022, p155) Universities need to create a scientific, rational and efficient incentive system based on the needs of teachers to promote the high quality development of universities.

The strategy of improving performance appraisal for improving human resource management in Guangxi universities are suitability and feasibility. Performance appraisal is an important part of educational evaluation. Universities should establish a scientific and perfect appraisal and evaluation index system, adopt scientific performance appraisal tools, ensure the standardization of the performance appraisal process, establish a performance appraisal feedback mechanism, rationally use the appraisal results, establish a professional performance appraisal team, and give full play to the guiding role of the performance appraisal, so as to promote the improvement of the university's overall performance level. Yu, Guotian (2020, p283) Universities should pay attention to performance appraisal management, the establishment of a sound college performance appraisal system, to "fair and just" as the assessment standards, enhance the implementation of the strength of the clear performance appraisal objectives, and comprehensively enhance the effectiveness of the performance appraisal. Wei Wei (2021, p92) Performance appraisal has become an important part of human resource management in universities. It can be carried out through the following ways: innovate the management concept of performance appraisal; establish and improve the performance appraisal system in colleges and universities; optimize the content standards and processes of performance appraisal; standardize the implementation of performance appraisal; clarify the objectives of performance appraisal; use the results of performance appraisal and achieve positive feedback. Guan Yonggang (2021, p103) The University has to adopt strategies to enhance performance appraisal. Scientific and reasonable appraisal objectives should be formulated, appraisal procedures should be standardised, and appraisal results should be put to reasonable use.

Recommendations

The research results showed that the recommendations about strategies for improving human resource management in Guangxi universities are as follows:

Strategy plan administrators should be from the strategic level to plan the future development direction of the university, establish scientific and reasonable planning. 1) Recognize the important value of strategic planning. Take the development of strategic planning as an important means of modern university management, clarify the key development goals. 2) Preparation of strategic planning. Standardizing the steps and procedures of scientific planning can improve the authority and effectiveness of planning. 3) Strengthen the management of strategic planning. Formulate practical action programs, do a good job of planning the decomposition and implementation of the objectives and tasks, and effectively coordinate the relationship between various resources. 4) Carry out monitoring and evaluation of strategic planning, regular revision and improvement of the strategic planning.

Recruitment and staffing administrators should be attach great importance to human resources recruitment and staffing, optimize the allocation of human resources. 1) Carry out detailed job demand Analysis, according to the needs of the recruitment plan, clear recruitment of specific requirements and conditions. 2) Expand recruitment channels, you can take internal recruitment and external recruitment recruitment methods, through the network platform, campus recruitment, social recruitment and other channels, to ensure that the diversity of sources of talent. 3) The establishment of a fair and impartial recruitment process. The recruitment process is fair and impartial, and the selection of talents should not only emphasize the teaching ability and professional ability of the candidates, but also examine their personal qualities and professional ethics, etc. 4) Matching personnel with positions. Ensure that the level of professional skills possessed by each teacher matches the position and post held.

Training administrators should be construct a scientific and reasonable training system. 1) The role of training needs analysis should be emphasized, and teacher groups should be classified according to the characteristics of the results of the training needs analysis, implemented to meet the differentiated training needs of different groups. 2) Innovate the Teacher training methods. In addition to traditional

training methods, it is also necessary to focus on the application of modern information technology in training. 3) Establish a scientific evaluation mechanism and focus on the effectiveness of training. Strengthen the process management, quality control and effect evaluation of teacher training. 4) Strengthen domestic and international exchange training. Promote academic exchanges and knowledge transfer, and cultivate excellent talents with an international perspective.

Incentive mechanism administrators should be improve and innovate incentives conducive to the development of university teachers. 1) Incentive strategy based on system and policy. Give full play to the important role of system and policy incentives in mobilizing teachers' professional development initiative. 2) Enrich incentive means. Adopt material incentives, spiritual incentives, promotion incentives, goal incentives, rewards and punishments incentives and other incentives to maximize the potential to stimulate the work and career development of teachers. 3) Awaken and stimulate the motivation of teachers' self-professional development and value realization. 4) The incentive mechanism fully respects the gradual enhancement of human resource's material needs, fairness needs, and self-fulfillment needs, and meets the needs of teachers.

Performance appraisal administrators should be optimized to enhance performance appraisal, give full play to the role and value of performance appraisal. 1) Clarify the objectives of performance appraisal. To formulate scientific and reasonable appraisal objectives, and timely grasp of the teachers' work status and work efficiency. 2) Construct a perfect performance appraisal system. To assess all teachers, formulate scientific and standardized assessment standards and planning. 3) Continuously improve the performance appraisal standards. Improve and perfect the daily assessment standards, and constantly innovate the performance appraisal standards by carrying out new types of appraisal. 4) Establish a scientific performance appraisal feedback system. In the performance appraisal process also need to actively communicate with teachers, build a feasible performance appraisal feedback system.

Future Researches

This research paper have important practical and guiding significance in human resource management in universities. Due to the limitations of the researcher's own knowledge and level, the study of human resource management

mechanism in universities is not comprehensive enough. In the future, other researchers can conduct research in the following aspects according to the new human resource management theory and practice:

1) Administrators should strengthen the theoretical research of human resource management, and constantly optimize the mode of new human resource management, so that the effectiveness of human resource management in universities can be improved.

2) Administrators should strengthen the construction of information technology, establish human resources management information system, improve the accuracy of management, reduce management costs and improve management efficiency.

3) Attaching importance to team building in human resource management in universities, building a common vision, unifying team thoughts and actions, and forming a strong organization.

4) Leadership plays an important role in human resource management. Schools need to strengthen the leadership development of administrators. It enables administrative managers to effectively respond to the challenges that organizational change brings to human resource management.

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Appendices

Appendix A
List of Specialists and Letters of Specialists Invitation
for IOC Verification

List of Specialists and Letters of Specialists Invitation for IOC Verification

Serial number	Name(Title)	The Sample Group
1	Professor Dr. Li Xiangzhi	Guangxi University of Science and Technology
2	Professor Dr. Liu Guobi	Baise University
3	Professor Dr. Xia Haiying	Guangxi Normal University
4	Professor Dr. Hu Xiaoxi	Guangxi Arts University
5	Professor Dr. Zhou Tao	Guangxi University of Finance and Economics

Appendix B

Official Letter

Ref.No. MHESI 0643.14/ 55

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to validate research instrument

Dear   Professor Dr. Li Xiangzhi, Guangxi University of Science and Technology

        Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

        The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

        With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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

Bansomdejchaopraya Rajabhat University
Tel.+662-473-7000
www.bsru.ac.th
E-mail: grad@bsru.ac.th

Ref.No. MHESI 0643.14/ ㄣఠ

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

ㄇㄇ January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Liu Guobi, Baise University

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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

Bansomdejchaopraya Rajabhat University
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Ref.No. MHESI 0643.14/ ๕๗

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

๑๙ January 2024

RE: Invitation to validate research instrument

Dear   Professor Dr. Xia Haiying, Guangxi Normal University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

      The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

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(Assistant Professor Dr.Kanakorn Sawangcharoen)
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Ref.No. MHESI 0643.14/ 5 8

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to validate research instrument

Dear   Professor Dr. Hu Xiaoxi, Guangxi Arts University

   Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

   The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

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Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to validate research instrument

Dear   Professor Dr. Zhou Tao Guangxi University of Finance and Economics

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 35

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Request for Data Collection

Dear   Guangxi University of Science and Technology

Mr. Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Guidelines for Improving Education Management to Internationalization in Guangdong Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research. List of universities and colleges according to the attached document.

With your expertise, we would like to request to collect the data to be used in the research. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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

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Ref.No. MHESI 0643.14/ 3b

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Request for Data Collection

Dear   Baise University

   Mr. Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Guidelines for Improving Education Management to Internationalization in Guangdong Universities"

   The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research. List of universities and colleges according to the attached document.

   With your expertise, we would like to request to collect the data to be used in the research. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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

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Ref.No. MHESI 0643.14/ 37

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Request for Data Collection

Dear   Guangxi Normal University

Mr. Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Guidelines for Improving Education Management to Internationalization in Guangdong Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research. List of universities and colleges according to the attached document.

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Ref.No. MHESI 0643.14/ 39

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Request for Data Collection

Dear   Guangxi Arts University

Mr. Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Guidelines for Improving Education Management to Internationalization in Guangdong Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research. List of universities and colleges according to the attached document.

With your expertise, we would like to request to collect the data to be used in the research. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

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

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Ref.No. MHESI 0643.14/ 59

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19 January 2024

RE: Request for Data Collection

Dear   Guangxi University of Finance and Economics

   Mr. Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Guidelines for Improving Education Management to Internationalization in Guangdong Universities"

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Ref.No. MHESI 0643.14/ 40

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19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Qin Jianchun, Guangxi University of Science and Technology

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

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19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. He Yuwei, Guangxi University of Science and Technology

   Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 42

Bansomdejchaopraya Rajabhat University
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Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Hou Xuhe, Guangxi University of Science and Technology.

    Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 43

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11 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Ke Qin, Baise University

　　　　Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 44

Bansomdejchaopraya Rajabhat University
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19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Song Bei, Baise University

   Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 4-5

Bansomdejchaopraya Rajabhat University
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11 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Huang Xingzhong, Baise University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 46

Bansomdejchaopraya Rajabhat University
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Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Tan Yumei, Guangxi Normal University

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 47

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Cen Mingcan, Guangxi Normal University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 4 5

Bansomdejchaopraya Rajabhat University
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Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Chen Duhong, Guangxi Normal University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 49

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Wei Wenwen, Guangxi Arts University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 50

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Chen Jianmao, Guangxi Arts University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 5 1

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

1٩ January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Liu Xiaonan, Guangxi Arts University

      Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 5 2

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

1⁴ January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Liu Hongyu, Guangxi University of Finance and Economics

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ ५ ३

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

१९ January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Yang Shixin, Guangxi University of Finance and Economics

   Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Ref.No. MHESI 0643.14/ 5 4

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

19 January 2024

RE: Invitation to evaluate the Strategies

Dear   Professor Dr. Teng Jianlun, Guangxi University of Finance and Economics

Mr.Huang Chunqing is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. He is undertaking research entitle "Strategies for Improving Human Resource Management in Guangxi Universities"

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Appendix C

Research Instrument

1. Survey Questionnaire

Strategies for Improving Human Resource Management in Guangxi Universities

Instructions:

In order to understand the current situation of human resource management in universities in Guangxi and to propose strategies to improve human resource management in universities in Guangxi, a questionnaire survey will be conducted on university administrators and teachers in Guangxi.

This questionnaire will be used for statistical analysis only and the results obtained will be used for academic research only. The answers will never be publicly released and the information will be kept strictly confidential and will not be disclosed to anyone. You do not need to provide your personal name when completing the questionnaire. Please feel free to answer the questions.

Part 1: Respondent Status (Personal Information)

1.School：

☐Guangxi University of Science and Technology

☐Baise University

☐Guangxi Normal University

☐Guangxi Arts University

☐Guangxi University of Finance and Economics

2.Gender:

☐male;

☐female

3.Age:

☐30 years old or below;

☐31 to 40;

☐41 to 50;

☐51 years old or up

4.Education:

☐Bachelor degree;

☐Master's degree;

☐Doctoral degree

5.Position:

☐Teaching assistant;

☐;The lecturer or Assistant Professor

☐;professor Associate

☐ Professor

:Experience.6

☐;year 5within

☐;years 10to 5

☐;years 15to 11

☐;years 20to 16

☐years 20More than

Part 2: Questionnaire

NO.	Human Resource Management	5	4	3	2	1
Strategic Planning (The first variable)						
1	Administrators analyzed internal organizational factors to understand the University's current strengths and weaknesses.					
2	Administrators analyzed external factors to understand the external environment that may affect the organization's ability to achieve its goals.					
3	Administrators analyzed and assessed future human resource needs.					
4	Administrators developed a course of action to achieve the organization's goals and mission.					
5	Administrators constructed clear strategic development goals.					
6	Administrators articulate a vision for the future of the university.					
7	Administrators develop plans that guide key human resource activities such as recruitment, training, and performance appraisal.					
8	Administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the science of strategic planning.					
9	Administrators recognizes that implementing HR monitoring and feedback is a key to ensuring the success of strategic planning.					
10	Administrators regularly revise and update their HRM strategic plans to accommodate organizational changes.					

NO.	Human Resource Management	5	4	3	2	1
11	Administrators develop strategic plans that take into account the nation's overall educational goals.					
12	Administrators demonstrate effectiveness in implementing strategic human resource management planning.					
Recruitment and staffing (The second variable)						
1	Administrators have developed a scientific and reasonable talent demand planning.					
2	Administrators have established an open and transparent recruitment process.					
3	Administrators prepare detailed job descriptions based on departmental or team needs.					
4	Administrators have carefully screened and examined job applicants.					
5	Administrators does a very good job of selecting competent individuals to fulfill hiring needs.					
6	Administrators' hiring process is efficient and follows the labor contract signing process.					
7	Administrators does an excellent job of assigning employees to appropriate positions based on job requirements.					
8	Administrators reassigns personnel by implementing a job rotation system.					
9	Administrators' recruiting and staffing is effective and promotes maximum talent efficiency.					
10	Administrators' recruitment and staffing strategies can achieve long-term organizational goals.					

NO.	Human Resource Management	5	4	3	2	1
Training (The third variable)						
1	Administrators has established an effective training management system.					
2	Administrators fully analyze and understand the training needs of employees.					
3	Administrators have formulated clear training objectives, plans and contents.					
4	Administrators have prepared a reasonable training budget and managed it in a standardized way.					
5	Administrators emphasize the design and development of training courses.					
6	Administrators conduct categorized training to meet the needs of different positions.					
7	Administrators emphasize the training of knowledge, ability and professional ethics.					
8	Administrators evaluate the effectiveness of training and improve training programs.					
9	Administrators emphasize the popularization and promotion of new knowledge and skills.					
10	Administrators conduct training to acclimatize employees to their new positions.					
11	Administrators conduct training to allow employees to advance and growth.					
Incentive mechanism (The fourth variable)						
1	Administrators motivate employees through effective incentives.					
2	Administrators often use a combination of material and moral incentives.					
3	Administrators increase their motivation through participation in management.					
4	Administrators set good employees as role models and encourage employees to learn					

NO.	Human Resource Management	5	4	3	2	1
	from them.					
5	Administrators award certificates of merit to recognize and motivate outstanding talent.					
6	Administrators set challenging goals to motivate employees.					
7	Administrators use negative incentives to discipline employees for bad behavior.					
8	Administrators increase employee recognition through emotional motivation.					
9	Administrators build a favorable working atmosphere through environmental motivation.					
10	Administrators implement a motivational promotion system to encourage employees' career development.					
11	Administrators have developed a long-term incentive program.					
Performance appraisal (The fifth variable)						
1	Administrators develop a performance appraisal program that ensures the achievement of employee and organizational goals.					
2	The Administrators have chosen a performance appraisal method that is easy to use and allows for objective and accurate results.					
3	Administrators developed performance appraisal indicators and weights are clear and fair.					
4	Administrators collect and record performance appraisal data that truly reflects employee performance.					

NO.	Human Resource Management	5	4	3	2	1
5	Administrators improve and optimize performance management methods through the analysis of performance appraisal results.					
6	Administrators provide feedback on performance appraisal results to employees to help them understand their weaknesses and strengths and improve their work.					
7	Administrators provide a grievance mechanism to correct performance appraisal deviations and ensure fairness and effectiveness.					
8	Administrators use the results of performance appraisals as a criterion for employee compensation, rewards, promotions, and demotions.					
9	Administrators communicate with employees to ensure the smooth implementation of performance appraisals.					
10	Administrators create university performance appraisal systems to improve overall organizational performance.					

Please provide your opinion on the following questions

1. What is the strength of human resource management in Guangxi universities ?

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2. What is the weakness of human resource management in Guangxi universities ?

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3. What is the opportunity of human resource management in Guangxi universities ?

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4. What is the threat of human resource management in Guangxi universities ?

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2.Interview outline

Strategies for Improving Human Resource Management in Guangxi Universities

Instructions:

The interviewees in this study are 10 people related to universities in Guangxi, who must have the following conditions: a) they are involved in human resource management at universities in Guangxi and have been engaged in human resource management for 8 years or more, b) they are familiar with the mode of operation of universities and have a deep understanding of human resource management, c) must be willing to participate in a structured interview transcription system, d) be willing to review the interview transcripts for validation.

Part 1: Respondent Status (Personal Information)

1.Name (Interviewee):

2.Position:

3.School:

4.Date of Interview:

5.Length of interview:

Part 2 Interview outline

Content	Question
strategic planning	1.What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?
recruitment and staffing	2.What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?
training	3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?
incentive mechanism	4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?
performance appraisal	5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

The interview is as follows:

Interviewee 1

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this: 1) Strengthen the understanding of human resource strategic planning. The human resource management department should establish a scientific concept of human resource management, change the strategic planning of human resources from a simple administrative work into a strategic management work, and educate the staff, so that the staff can fully realize the importance of this work, so that they can better cooperate with the work of the human resource management department. 2) Support the application of new educational management methods, in order to make the university's Human resource strategic planning can really play its role, the university should adopt scientific and

reasonable methods to formulate strategic planning within the university, provide standardized operational guidelines, and establish a strategic planning system that is adapted to the university's big battle and meets the university's development needs.3) The human resource strategic planning formulated matches the national education strategic objectives. The strategic planning should have a clear direction, accurate positioning and strategic significance.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Universities need to understand the professional structure of the school, In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Universities need to understand the university's professional structure, age structure, faculty construction, etc., and carry out job analysis before recruiting, and make job descriptions and job descriptions through the job analysis.2) Prepare specific and measurable standards and requirements for selecting talents, and make clear the specific requirements for recruiting personnel.3) Improve the mechanism of recruiting and hiring human resources. Recruitment is an important way to source human resources for the university. In the process of recruiting and hiring, we should pay attention to the moral and professional ability of candidates, select and hire talents according to the positions, and guarantee the fairness and reasonableness of recruiting and hiring. 4) Optimize the mechanism of human resources allocation. Reasonable teacher resource structure includes the optimization of group structure and individual structure of the teacher team. In the process of human resource allocation, realize the rationality of group and individual organization structure. The establishment of the configuration system in line with the adjustment and optimization of university human resources provides the basis for the optimization of the organizational structure.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this:1) Analysis of staff training needs. Training should first analyze the training needs of employees, according to the training needs system training content. Training needs can be obtained through interviews, questionnaires, work task analysis, observation and other methods.2) According to

the training needs, the development of phased and hierarchical training objectives, including short-term, medium-term and long-term training objectives, the training objectives of different types of employees.3) The implementation of training programs. Establish the training course system according to the training content, and make plans for the training content, training form, and training evaluation. Select and employ experts with strong professional skills and rich training experience to carry out the training work. 4) Training effect evaluation and feedback. Evaluate from the staff's training reflection, learning effect, training results, etc. According to the evaluation results of training, modify and optimize the training system.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion,if we want to improve incentive mechanism of human resource management in Guangxi Universities,we can do this:1)Establish goal incentive system,guide employees to set reasonable goals. Goal incentives make employees clear about their own ability and quality, through the development of long and short-term goals, fully stimulate the potential of employees to play a greater role in their workplaces, and maximize the use of resources.2) Support the optimization of promotion incentive mechanism, according to the nature of the job work on the path of job promotion for the scientific setup, clear and good specific promotion direction on the setup of the number of jobs and the distribution of the characteristics of the post, as well as job promotion of the actual indicators and needs, this step of the incentive mechanism. The actual indicators and needs, this ladder clear promotion path helps to help specific jobs on the staff clear their own long-term planning and work goals, to provide motivation for their jobs. 3) Balance the proportion of material incentives and spiritual incentives, in order to meet the material needs of employees on the basis of this better to meet the needs of employees in the spiritual level, to produce a stronger incentive effect. 4) The university can select the outstanding teachers as role models to show their academic achievements, leadership, social responsibility and other aspects of excellence. These role models can become objects for others to learn and emulate.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Form a performance appraisal team with strong professional quality and business ability. The performance

appraisal team should work strictly according to the performance appraisal indexes and contents, pay attention to the accuracy and authenticity of the performance appraisal data, strengthen the effectiveness of communication with the employees, answer all kinds of questions in the appraisal process in time, and strengthen the supervision and audit of the appraisal process to ensure the effectiveness of the appraisal results. 2) By formulating scientific performance appraisal objectives, the functionality of the performance appraisal can be given full play to, and combining with the development of the actual unit, we can continuously adjust the work content of the employees. Continuously adjust the work content of the employees to promote the realization of the performance appraisal objectives. 3) Strengthen the management of the performance appraisal process. Reasonable and comprehensive performance appraisal can understand the working condition of the employees and find out their own problems, which is conducive to the improvement and perfection of the management of the organization.4) Support the application of scientific performance appraisal tools. Performance appraisal tools include performance evaluation form, 360-degree feedback, KPI, student evaluation, teacher evaluation and so on.

Interviewee 2

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion,if we want to improve strategic planning of human resource management in Guangxi Universities,we can do this:1) The strategic planning of human resources is in line with the national education goals. In the process of implementing the strategic planning of human resources, universities should analyze the existing human resources situation carefully, grasp the human resources related information comprehensively and accurately, and adjust the strategic planning of human resources following the national education development goal, so as to form the human resources planning, reserve and cultivation strategy that is consistent with the national education strategic goal. The university should understand the development goals and directions of the national education, and formulate short-term as well as medium- and long-term development goals and directions in accordance with the national education development goals and the stage of development in the process of development.2) Addressing the impact of the external environment, and revising and adjusting the strategic planning in a timely manner. The university's human resource planning needs to be based on the actual

development of the university, and make appropriate adjustments in the process of practical operation, so as to maintain the dynamic balance of the university's human resource planning.3) Construct a clear vision of the future. In the strategic perspective, the future of the university's human resources development goals and needs for a comprehensive understanding of the situation, on the basis of which the school and teachers make a good future vision. 4) The use of new educational management methods can better meet the needs of the university's development and improve the flexibility and adaptability of the university's strategic planning.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion,if we want to improve recruitment and staffing of human resource management in Guangxi Universities,we can do this:1) Improve the analysis of human resource demand. Universities can use information technology to build a digital human resource management system, establish a database of human resource demand for different positions, and use the system's functions of calculation, analysis, and comparison to quickly obtain more accurate data and analysis results of the recruited, which will provide powerful support for the recruitment and hiring of talents.2) In the recruitment work, the human resource department conducts in-depth analysis of the recruitment positions, and makes clear descriptions of the relevant positions. description of duties, recruitment staff in the recruitment process based on job requirements, recruiting the most suitable personnel to the job. 3) Improve the dynamic adjustment mechanism of human resource allocation. The university should have a comprehensive understanding of the specific situation of the employees, and clarify their professional level, skill advantage, career development direction, etc. The basic information and job information of the employees should be analyzed. Informative and dynamic records of all basic information and work information of employees. Dynamic adjustment for human resource management to provide strong support.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this:1) Strengthen the analysis of staff training needs. Before the training need to investigate whether the staff need training, what aspects of the content of the need for training, you can through questionnaires, interviews, analysis and other methods to understand the staff's training needs.2)

Setting training objectives. Setting of training objectives, the expected training effect has an important impact. For different categories and different positions of employees set training objectives. The training objectives should be consistent with the overall development objectives of the organization.3) Improve the training content of the employees, the training content should not only consider the training of theoretical knowledge, but also consider the training of professional skills of the employees.4) Select the training form should be flexible and diverse.5) Strengthen the evaluation of the training effect. Evaluate the staff's attitude towards the training program, the training target's mastery of the training content, as well as the practical application effect of the training content.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this:1) Support the construction of promotion incentive mechanism, establish a scientific and fair promotion system can improve teachers' motivation and work quality. Formulate clear career promotion standards and procedures, make teachers clear about the promotion conditions so that they can get career promotion opportunities, and guarantee the fairness and transparency of teachers' career promotion.2) Improve the construction of goal incentive mechanism, through the establishment of the goal incentive system, guide the employees to clarify their own goals, and then after stimulating their work potential, put them in the right positions to make better use of their own value. (3) Establish a scientific, transparent and open reward and punishment mechanism. To stimulate the work enthusiasm of employees, improve the level of work performance. 4) Learning can establish a role model publicity mechanism, through a variety of channels to publicize the deeds and achievements of role models, so that more people understand and learn from their good behavior.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Determine the appraisal standards and content, taking into account the workload of employees , evaluation standards, grade classification, etc. In determining the employee performance appraisal index system, it is also necessary for teachers to participate in it and give the corresponding suggestions, establish more objective standards,

determine the different positions, different positions of employees' appraisal level comparison table. 2) Establish a performance appraisal feedback mechanism, and provide timely feedback to the employees on the results of the performance appraisal. Employees who have objections to the performance appraisal results can apply for review to the management, and after review, the management will give a clear reply. Feedback on the results of performance appraisal should also include rewarding and supporting outstanding employees, and interviewing and pointing out problems to unqualified personnel.3)The effectiveness of performance appraisals is regularly evaluated and necessary improvements and adjustments are made based on feedback and experience. Continuous improvement ensures that performance appraisal results are better applied and utilized.

Interviewee 3

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion,if we want to improve strategic planning of human resource management in Guangxi Universities,we can do this:1) Strengthen the university's understanding of the concept of strategic planning of human resource management. Establish a brand-new human resource concept. Human resource planning can provide the basis for other work of human resource management and is the foundation of other work of human resource management. In human resource management activities, human resource strategic planning is not only pioneering and strategic, but also in the process of implementing the school's goals and plans, it can constantly adjust policies and measures to guide human resource management activities.2) Construct a strategic plan that is consistent with the national education goals. In a series of human resource management activities, the school's strategic planning is the starting point and prerequisite for all activities, and the human resource management department must combine the national education goals and formulate a strategic plan to carry out management work. Ensure that human resource policies can match the national education strategy.3) On the basis of analyzing changes in the internal and external environments, human resource planning will also be adjusted accordingly and dynamically, and thus has a strong flexibility and adaptability, enabling the university to keep pace with the development of the times in a timely manner, which plays an important role in reinforcing its own core competitiveness.4) With the adoption of the new approach

to education management, the university can better achieve the long-term strategic planning goals and improve the sustainable development of the institution.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this: 1) Formulate the specific requirements for recruitment and configuration. In order to improve the effectiveness of recruitment and staffing and to realize the goal of matching talents and positions, managers should know precisely what the university needs for talents. In order to achieve this goal, managers should be based on the school's development needs, clarify the specific requirements of different positions in different periods of time for talent, develop practical recruitment and configuration work plan, clarify the conditions and requirements of the recruitment object, and meet the school's needs for the position of the talent.2) The university's talent selection should pay attention to the professional knowledge of the teachers, the practical ability, the teaching ability, the personal qualities, etc., and in the CV screening process. A special audit team should be set up to carefully screen qualified teachers, and the written test and interview should focus on the comprehensive ability of teachers.3) Improve the adjustment and configuration of human resources. Administrators communicate with employees to understand their professional specialties and working abilities, and pay attention to their working conditions. When it is found that some employees are not suitable for the current position, appropriate deployment needs to be made according to the actual situation to ensure that people make the best use of their talents.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this: 1) Strengthen the training needs analysis. Analyze the training needs of the employees, which affect the training effect, implementation, objectives and so on. Through interviews, questionnaires, observation and other methods, we can understand the training needs of employees from different aspects such as teachers, work and schools.2) Define the training objectives. Managers should take full account of the impact of employees' academic background, professional ability, teaching and research level, etc. to clarify the training objectives of employees.3) Define the training content. Training needs

determine the training content. Constructing rich training content can meet the needs of different employees.4) Choose reasonable training methods. Training methods include lectures, expert lectures, academic exchanges, continuing education, etc. 5) Improve the evaluation of training effect. After the completion of the training, managers should understand the employees' views on the training, as well as the training content they obtained, the application effect in the future work. At the same time, the improvement of the training program is carried out according to the feedback.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this:1) Establish incentive system combining rewards and punishments. In human resource management, we must combine the actual development of the university to develop an effective reward and punishment system. The formulation and implementation of the reward and punishment system can play a positive role in motivating the teaching staff. In this process, the excellent staff to be rewarded, praise and commendation, at the same time, the violation of rules, negative work of the staff to be punished. The application of the incentive mechanism must adhere to the reward and punishment in parallel, adhere to the basic principles of rules and practice, to ensure that every rule of the reward and punishment mechanism can be matched with the actual situation of school management, to ensure that the establishment and implementation of the reward and punishment mechanism has a strong feasibility. 2) Setting challenging goals. Setting challenging goals can stimulate the creativity and enthusiasm of employees, prompting them to make more efforts to realize the goals. At the same time, goal setting should be consistent with the organization's overall strategic objectives to ensure that employees' efforts can have a positive effect on the organization's performance.3) Employees need to be self-motivated when they experience stress or lack of motivation. Clarify goals, establish a positive mindset, and seek new learning and development opportunities.4) Awarding certificates of honor has an incentive effect and can stimulate employees' enthusiasm and motivation.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Formulate

performance appraisal objectives, performance appraisal objectives of the school's development goals, consistent with the national education policy. Universities can designate clear performance appraisal objectives, including workload, scientific research tasks, teacher morality and teaching quality. Designate performance appraisal objectives with employees, provide support and resources, and ensure that the objectives are completed on time and with high quality.2) Optimize the content and standards of performance appraisal, formulate clear performance indicators and evaluation standards, and pay attention to the principles of fairness and transparency.3) The performance feedback mechanism is a management tool for employees to understand their own performance level. Any kind of performance appraisal and evaluation mechanism will have deficiencies, and it is impossible to be completely correct and absolutely fair in the implementation process. in order to solve this problem, the establishment of a performance appraisal feedback mechanism appears to be crucial. 4) Support the use of scientific performance appraisal tools. Performance appraisal tools can efficiently and comprehensively assess the performance of employees, provide scientific performance appraisal results for individuals and organizations, and promote the overall development of the school.

Interviewee 4

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this:1) Improve the procedure of strategic planning preparation, through the participation of teachers and students, we can Form a consensus and improve the recognition of planning, which in turn will be conducive to the smooth implementation of planning. The procedure of making strategic plans includes preliminary research, opinions from schools, research and drafting, soliciting opinions, articulating arguments, approving and releasing, etc. 2) Not only should we guarantee that the national policy on higher education is implemented into the strategic plan, but also absorb the opinions and suggestions of administrators, teachers, students and other levels into the plan, so that the process of making strategic plans becomes a process of gathering consensus and reflecting public opinion. In the process of school strategic planning, teachers and students should participate in the process, repeated communication, and finally form a collective opinion. 3) The development status and situation of the university is

different, should be based on their own reality, the use of advanced management science theory, re-construction of their own human resources strategic planning system, combined with the trend of human resources development accordingly modified and adjusted the university's strategic planning strategy.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Define the job requirements. Recruitment will be carried out according to the development of the university and according to different talent demand programs every year.2) Standardize the recruitment and hiring procedure. Recruitment in universities is usually carried out through written tests and interviews. Recruitment should not only examine the professional ability and teaching ability, but also examine the professional ethics and personal qualities.3) The recruitment of the school is to select and equip high-level talents for the university.4) Recruitment is only a preliminary screening of teachers suitable for the development of the school, which does not mean that it fully meets the school's requirement guidelines. At this time, the school configuration of teachers is particularly important, which can make up for the shortcomings brought about by the recruitment. Universities can take into account the academic level of teachers, work ability and other information, and according to this principle for teachers tailored to the specific characteristics of the allocation plan.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion,if we want to improve training of human resource management in Guangxi Universities,we can do this:1) Strengthen the analysis of training needs. Through research and analysis, collect teachers' training needs.2) Define training objectives. Focusing on the school's current stage of development, the objective situation and the comprehensive quality of teachers and their training management problems, we can make clear the corresponding improvement goals for the training management of teachers. 3) Define the content of training. Group training and seminars for different subjects and teachers to enrich the training content. 4) Establish a training effect evaluation system. Scientific and quantitative evaluation of the implementation effect of the whole process of teacher training, the

establishment of specific evaluation indexes, and the comprehensive evaluation of teacher training.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this:1) Construct incentive mechanism combining material and spiritual incentives. Material incentives can meet the basic survival needs of teachers, spiritual incentives can meet the higher level needs of teachers, the combination of the two can fully mobilize the enthusiasm of employees. Material incentives include salary, housing security, unemployment insurance, medical insurance, pension insurance and other material needs, and spiritual incentives include respect, trust, honor, role model, etc., to meet the needs of employees' self-affirmation, emotion and other aspects. The combination of the two can meet the developmental needs of the human needs level and make the incentive mechanism richer.2) Positive rewards. When employees accomplishments or progress in completing tasks, timely recognition of affirmation, praise and reward in public. 3) Negative incentives. Including employees violating the school system discipline to criticize the punishment, did not complete the established performance appraisal indicators to give the appropriate punishment, etc., to help them correct, point out the problem, superiority and inferiority, can be up and down, give the appropriate pressure.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Establish a specialized performance appraisal management team. Performance appraisal managers should have rich knowledge and experience, be able to formulate and implement a scientific and reasonable performance appraisal system, take the initiative to be responsible for coordinating various departments, ensure the consistency and fairness of the appraisal standards, and avoid the intervention of subjective arbitrariness.2) Improve the standardization of performance appraisal. Scientific collection of performance appraisal data and materials, the establishment of a sound employee's appraisal and performance verification accounts and files.3) The performance appraisal process is supervised, tracking the progress and performance of the project, providing timely feedback on the results of the

performance appraisal, and continually optimizing the effectiveness of the performance appraisal management. 4) The application of support for the performance appraisal tool can help the university to improve the efficiency and quality of the work, enhance the competitiveness of the organization, and promote the organization's development and progress.5)Performance appraisal results should be used to provide specific and targeted feedback to help employees understand their strengths and areas for improvement.

Interviewee 5

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this: 1) Strengthen the understanding of the value of university strategic planning. Strategic planning is an effective way to clarify the future development direction of the university, determine the development goals, optimize the allocation of resources, and gather the consensus of teachers and students, and it is an important hand for the university to achieve long-term strategic development, and it is also an important way to modernize human resource management. Scientific strategic planning has the role of unifying ideas, clarifying direction, and promoting development.2) Strategic thinking is particularly important in the process of preparing university strategic planning. Strategic planners should be equipped with strategic thinking, good at planning the future development direction of the university from the strategic level, the university's overall, key and forward-looking issues to carry out research, so that the university jumped to a new level of development. 3) To follow up on the implementation of the university's strategic planning, and timely corrections, corrections, adjustments, and strive to make the formulation and implementation of human resources management strategic planning to achieve practical results.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Improve the analysis of human resource demand. For the recruitment and staffing of human resources in universities, job demand analysis can be used to understand the actual demand for human resources within the university and to ensure that the recruitment and

staffing is in line with the development goals of the university. Analyze the job requirements, clarify the job content of the job, and prepare the job recruitment specification so that the applicants can understand the requirements of the job.2) Clarify the specific requirements of human resources recruitment and configuration. The university should set the human resource recruitment and configuration objectives, clarify the job information, and let the job seekers understand the job content of the job, as well as the recruitment requirements.3) The talent recruitment process should also be clear and precise, fair and impartial, and try to show the conditions and requirements of the job when recruiting to attract more talents.4) Support the screening and selection of talents. The university should have scientific talent selection assessment, clear what kind of talent is needed, and conduct comprehensive investigation and selection of talent.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this: 1) Implement training demand analysis and enrich the training content. 2) Improve the process management of training work, and improve the training content. 3) Establish a training effect evaluation system. 4) Establish a training effect evaluation system. Improve the process management of training, record the training process, track and evaluate the training process. Establish an all-round training mechanism, and increase the training of innovative talents.2) Improve the on-the-job training mechanism of university teachers, and enhance their professional skills, degrees and qualifications through on-the-job training, so as to improve the overall running strength of the university. At the same time, strengthen the construction of international training system to promote the exchange of talents from different countries and regions.3) The content of teacher training should cover a variety of aspects, such as skills training, theoretical training, and comprehensive training of teachers' quality.4) The cooperation between universities and enterprises to share the training resources can realize the optimal allocation of resources and improve the quality of training.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this: 1) Construct the incentive mechanism of material and spiritual integration. The material incentive mechanism of

universities is mainly to realize the basic living needs of the teaching staff to ensure the most basic material conditions of survival. However, material incentives are one-dimensional, and in order to achieve a long-lasting and effective mechanism, spiritual incentives must be carried out on the basis of guaranteeing the material needs.2) Improvement of goal incentives. Regularly design clear and achievable goals with effort. Through goal motivation, the potential of employees is stimulated.3) Support promotion motivation. Evaluate the daily performance of employees through performance, for those excellent and potential employees into the reserve cadres, and be promoted.4) The university can strengthen the role model incentives, provide more learning and growth opportunities for employees, and build a good organizational atmosphere.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion,if we want to improve performance appraisal of human resource management in Guangxi Universities,we can do this:1) To formulate scientific and reasonable performance appraisal objectives. The performance appraisal objectives should be formulated according to the school's orientation, development stage, current tasks, and vision of future goals. The establishment of performance appraisal objectives should be fully discussed and widely consulted.2) To standardize the appraisal process. The performance appraisal procedure should have scientific appraisal rules to reduce the influence of subjective factors, and the appraisal conclusions need to be based on facts. The appraisal process needs to be comprehensively analyzed and examined by the appraisee, generally involving self-evaluation, peer mutual evaluation, superior and subordinate evaluation and student evaluation. In the whole appraisal should be strictly in accordance with the appraisal index and the implementation process should be fair and impartial. 3) Establish an effective performance monitoring mechanism, and designate a person in charge of the appraisal work. Carry out performance appraisal management personnel training and guidance to ensure that different departmental managers and appraisers master the correct appraisal methods and techniques, so as to ensure the accuracy and effectiveness of the appraisal work.

Interviewee 6

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this:1) Scientific and reasonable preparation of strategic planning. The preparation of university strategic planning is a way for the university to adapt to the complex situation of constant development and change at home and abroad, and to set strategic goals in line with its own development orientation after sufficient experience is summed up and absorbed and the future development trend is oriented.2) Improve the management of the process of preparation of strategic planning. The preparation of strategic planning should be done by collecting, recording and analyzing the data and information of colleges and universities, and putting forward a variety of possible proposals and programs. Effective strategic planning has accurate positioning, clear objectives and strong measures.3) Constructing clear development goals and future visions. Development goals are the core content of strategic planning, the milestones designed by the university to realize its future vision, and the major strategic choices made by the university after analysis. To prepare a good strategic plan, the strategic objectives must be accurately positioned, scientifically specific and easy to implement.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Support the screening and selection of talents. On the basis of job analysis, the selection of required talents is accomplished by establishing screening, interviewing, professional ability test, comprehensive quality assessment, and hiring decision. Candidates' resumes should be carefully reviewed, and candidates who meet the conditions of the job setup should be initially selected. Through interviews, professional tests, comprehensive assessment and other forms of limited time, make a comprehensive evaluation of the candidate's professionalism, literacy, ability and other aspects. Ensure the selection of outstanding talents.2) Dynamically improve the rationality of human resource allocation. The university should adjust the structure of the unit in a timely manner, grasp the different situations among various employees, and reasonably allocate suitable personnel to suitable positions, so that each position can be equipped with the most suitable talents. 3) Make full use of personnel autonomy, formulate personnel policies suitable for themselves according to their own characteristics and development needs, and carry out recruitment and allocation work.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this:1) Reasonable setting of training content. The setting and content selection of teacher training should be targeted, through training, not only to broaden the knowledge of teachers, but also to improve the comprehensive quality, working ability and working efficiency of teachers.2) Implement diversified training mode. Schools should adopt a variety of training modes to strengthen teacher training and build a complete training system. One is to provide teachers with more opportunities for on-the-job training and continuing education, encourage teachers to upgrade their academic level, and encourage them to learn new theoretical knowledge and management concepts. Secondly, teachers are organized to attend various types of training courses on business ability or conferences on teaching and management in order to broaden their horizons. Thirdly, high-level experts are invited to give lectures in schools to share their excellent working experience. Fourthly, organize teachers' work experience sharing and exchange meetings to promote teachers' exchanges and seminars. 3) In cooperation with enterprises, universities can obtain professional training resources within enterprises to enrich the training contents of the university.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this:1) Construct reasonable incentive goals, set long-term and short-term goals. An effective incentive mechanism should have clear incentive goals, which can help to orient and provide motivational support for teachers' work.2) The objects of human resource management in universities are mostly knowledge-based employees, who pay more attention to spiritual incentives. Material incentives are as important as spiritual incentives. Giving material incentives will stimulate the enthusiasm and specialization of teachers, while supplementing them with spiritual incentives will stimulate the intrinsic motivation of these teachers and maintain their enthusiasm for work. 3) Strengthening self-motivation. Individuals have a psychological trait of working hard for a set goal without external rewards or punishments as a means of motivation. 4) Universities can set up a variety of honorary certificates to cover different aspects of academic achievement, teaching quality, and leadership ability.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Formulate clear performance appraisal objectives. According to the employee's classification and position needs for comprehensive consideration, to develop a scientific and reasonable appraisal objectives, timely grasp of the employee's work status and work efficiency.2) Establish a scientific performance appraisal feedback system. Employees are an important part of the performance appraisal work, only to obtain the support of employees, prompting them to participate in the construction of the performance appraisal feedback system, in order to improve the comprehensiveness of the performance appraisal feedback system and scientific, and maximize the role of the performance appraisal. 3) The establishment of the performance appraisal feedback remedial mechanism, regularly convene on-site communication meetings, etc., to answer the staff's questions and problems in a timely manner. Improve the participation of employees in the performance appraisal work to ensure the orderly development of the work.

Interviewee 7

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this: 1) Establish a mechanism for the revision and adjustment of strategic planning. The human resource management department should investigate and analyze the human resource development situation of the university in a timely manner, and make timely adjustments once the deviation in data is found. (2) In the implementation stage, the forecast content and real-time feedback results are compared to determine whether the human resource management work is carried out in accordance with the content of the plan. By adopting the means of audit and evaluation, communicating with managers and teachers, and listening to their opinions and suggestions, the content of human resource planning should be adjusted in time to correct the existing deviations and adjust the content of strategic planning.3) Constructing clear development goals and future visions. The university should set up long-term development goals, and the university should build a clear future vision for employees under the guiding role of strategic goals. In human resources planning and management, we should take the

initiative to broaden the staff's future development space, strengthen the staff's life security, take the initiative to help employees solve the problems encountered, to ensure the stability of the staff's future development, career prospects.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Universities should establish open, fair and standardized recruitment and hiring procedures. The procedure of open recruitment includes: making recruitment plan, releasing recruitment information and job requirements, accepting job applications from candidates, examining candidates' qualifications, conducting written tests, interviews and other tests for candidates, physical examination, public announcement of proposed candidates, and signing employment labor contracts. Recruitment is an important part in modern human resource management. In order to guarantee the recruitment process is efficient and consistent, it is vital to establish open, fair and standardized recruitment management process and norms.2) Construct diversified talent screening and selection channels. Combined with their own realities, the introduction of reasonable screening methods, through internal recruitment, external recruitment, the introduction of talent, etc., to improve the diversity of talent selection. 3) Flexible personnel autonomy can help the university according to their own needs to develop a flexible recruitment process and standards, in order to ensure that the recruitment of the most suitable for the needs of the university talent.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this:1) Focus on the analysis of staff training needs. Teachers are in different stages of development and their needs are different. When analyzing the training needs of employees, we should take into full consideration the characteristics of employees' positions, stages of growth, knowledge needs, etc. We should pay attention to the role of training needs analysis. We should pay attention to the role of training needs analysis, classify the characteristics of teacher groups according to the results of training needs analysis, and formulate training programs according to the differentiated training needs of different groups of teachers.2) In terms of training content, we should provide a series of interconnected training

programs and development platforms, so as to provide teachers at different stages of development with the training they need.3) Constructing a diversified training method. In addition to the traditional form of classroom lectures, discussion-based, task-driven, on-site observation and other methods can be adopted.4) Enterprises usually have rich practical experience and industry insight, and their training resources tend to be closer to the market demand and the actual working environment. Cooperation with enterprises is conducive to the enhancement of practical ability of the university palm.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this: 1) Strengthen the incentives of combining material incentives and spiritual incentives. In my opinion, if we want to improve incentive mechanism of human resource management in Guangxi Universities, we can do this:1) Strengthen the combination of material incentives and incentives. In the process of implementing the material incentives, university administrators have to ensure that the spiritual incentives and material incentives are carried out together. Spiritual incentives need to use a certain material carrier, and material incentives must contain a certain spiritual content, the two complement each other. 2) Expand the promotion space. The promotion mechanism is the most important issue for all staff members, and broad promotion space can improve staff stability, which is an important part of the incentive mechanism.3) Setting long-term goals should be conducive to the long-term growth and development of teachers, as well as the realization of the university's future development goals. The university should also create a good working environment for the realization of teachers' goals, so that their goals can be realized better and faster.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Establish a scientific and reasonable performance appraisal system, optimize the The content and standard of performance appraisal. To carry out performance appraisal, it is necessary to take into account the nature and characteristics of the work of the post, the appraisal index, appraisal standards, appraisal content in-depth analysis, the development of assessment standards and assessment indexes suitable for the work

position, timely and accurate assessment of the actual state of work of the staff, to ensure that the objectivity and fairness of the performance appraisal. 2) standardize the implementation of performance appraisal. In the implementation of the assessment, some effective measures can be taken to avoid interference by other factors. Performance appraisal is carried out in strict accordance with the standards, combining employee comments and organizational assessment to improve the effectiveness of performance appraisal.3) Forming a professional performance appraisal team. An effective performance appraisal team can help the university to evaluate the team's performance and individual contributions, thus motivating employees to achieve their maximum potential in order to achieve the overall goals of the organization.

Interviewee 8

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this:1) Change the concept of human resource management. Universities need to break through the traditional management concepts, innovate the means and strategies of strategic human resource planning and management, center around the development strategy of the university, use the scientific concept of development to carry out human resource management, and guide the university's human resource planning. Correctly recognize the real connotation and significance of human resources planning and management. Strategic human resource planning, on the other hand, focuses on the development goals of various stages, such as short-term, medium-term, and long-term.2) In the process of organizational development, if it is found that there is a gap between the current human resource situation of the organization and the future development trend and strategic goals, human resource planning should be revised and adjusted accordingly as a means of ensuring that human resource situation in the coming period of time is in line with the strategic needs of the university.3) Strategic planning is a holistic process and a blueprint planning, human resource planning should continuously review the organization's future vision and development goals, to ensure that human resource planning can be conducive to the realization of the organization's vision and goals, to improve the effectiveness of its own operations.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this: 1) The personnel management department of the university should strengthen the communication with other departments to understand the talents of each department. 2) The personnel management department of the university should strengthen the communication with other departments to understand the talents of each department. In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Personnel management department of universities should strengthen the communication with other departments, understand the talent demand of each department, and design the talent recruitment program to meet the demand of the post according to the specific situation. 2) Establish the talent selection system and equal competition mechanism. Talent selection, to ensure the openness and fairness of the recruitment, from the ability of the talent, selecting the best talent to the right job. 3) The establishment of a dynamic adjustment mechanism of human resources allocation. The university ensures that employees are matched with their positions through job adjustment in all aspects of the human resource management process. When the requirements of the jobs change, the personnel should be adjusted in a timely manner to ensure that the personnel are in the right position. Dynamic adjustment of human resources within the university is achieved by transferring between different positions. Common methods of dynamic adjustment of human resources include: introduction of new employees, promotion, job rotation, demotion, elimination and so on.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion, if we want to improve training of human resource management in Guangxi Universities, we can do this:1) Improve the training content. In terms of training content, we should pay attention to the training of professional knowledge as well as the cultivation of teachers' educational philosophy and professional ethics. In the setting of training content, it is necessary to enhance the pertinence and flexibility of the curriculum system, reflecting the cultivation objectives and directions of different levels and types of teachers. Emphasis should be placed on the pre-service training of young teachers. 2) Broaden the training channels and

improve the training mode. Universities can take have pre-service training, lectures, professional training, academic continuing education, domestic visits, foreign visits, etc., to carry out teacher training. 3) Strengthen the application of modern technology in training, pay attention to the modernization of network training, make full use of information technology such as AI, multimedia, computers, the Internet and other information technology to carry out training. An information platform for teacher training should be set up to share expert training resources and receive guidance from experts.4) To solve the problem of training funds, the principle of prioritization can be implemented to ensure that funds are used for the most critical training programs. At the same time, we can explore to find other sources of funding, such as government funding, social funding and so on.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion,if we want to improve incentive mechanism of human resource management in Guangxi Universities,we can do this:1) Strengthen the construction of self-motivation and promote teachers' self-development. Self-actualization is the embodiment of an individual's ability to utilize and develop his or her talents, abilities and potentials to the best of his or her ability. Self-actualization comes from the need of individual self-development.2) Establishing a career promotion incentive system can also increase the talent pool of universities, thus promoting the development of universities.3) Establishing a reward and punishment mechanism. Reward and punishment mechanism can help to strengthen the teachers' attention to their own work, and then work actively and consciously, so as to ensure the order of school operation.4) Carry out the ceremony of awarding honorary certificates, and hold the award ceremony in the important occasions or activities of the school.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion,if we want to improve performance appraisal of human resource management in Guangxi Universities,we can do this:1) Establish appraisal organization,the university set up professional appraisal guidance In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) Establish appraisal institutions, schools set up professional appraisal guidance, schools set up a professional appraisal organization, the establishment of appraisal groups and teams in the various units within the school, performance appraisal work before the implementation of business training

and professional guidance, in accordance with the assessment objectives, methods, indicators of the unit of the assessment of the teachers, to ensure that the assessment program has been effectively carried out. The performance appraisal content includes: teacher ethics and morals; completion of workload, teaching achievements; teaching quality; work attitude and other dimensions to be assessed.3) The performance appraisal evaluation criteria should be based on objective data and standards, avoiding the influence of subjectivity and bias. The feedback mechanism of performance appraisal should be strengthened, and teachers should have the opportunity to participate in and understand the evaluation process, as well as to question and complain about the evaluation results.

Interviewee 9

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion,if we want to improve strategic planning of human resource management in Guangxi Universities,we can do this:1) The process of HR strategic planning preparation needs to forecast the organization's internal In my opinion, if we want to improve strategic planning of human resource management in Guangxi Universities, we can do this:1) In the process of HR strategic planning, it is necessary to anticipate the internal and external changes of the organization, and to formulate the corresponding strategies before these changes occur, so as to guarantee the successful implementation of the organization's strategic planning.2) In the process of strategic planning implementation, it is very likely to find that it does not match with the previous expectations, and if such a situation occurs, the strategic planning of human resources formulated in the previous period may not be useful. A corresponding scientific evaluation mechanism and feedback system should be established to modify and adjust the human resources strategic plan through corresponding monitoring and feedback.3) Actively adopt new education management methods. Adopting new education management methods can help universities keep abreast of the times and better adapt to future development trends.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion,if we want to improve recruitment and staffing of human resource management in Guangxi Universities,we can do this:1) Improve the

recruitment method. Recruitment mainly includes internal recruitment and external recruitment. Internal recruitment mainly selects employees from within the organization who fully meet the development needs of the university, and realizes the selection and recruitment of talents through the way of competition, and external recruitment mainly introduces excellent talents from the outside through the way of campus recruitment, social recruitment, etc. 2) Support the screening and selection of talents. Establish a set of scientific preliminary selection mechanism, according to the requirements and needs of the position, conduct a comprehensive assessment of resumes, screen out qualified candidates and conduct preliminary tests. Interviews and professional ability tests are then conducted to understand the candidates' teaching ability and personal qualities. Finally, a survey of the candidate's work experience is conducted to verify the authenticity of the information provided. When conducting talent selection, a scientific selection process should be developed, including screening, interviews, written tests, professional ability tests, and work experience surveys. The scientific selection process can help to choose the best talents.3) Flexible personnel autonomy is conducive to the university's flexibility in setting up positions, and the university can adjust the teachers' position settings according to the needs of academic and professional development to meet the needs of development.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion,if we want to improve training of human resource management in Guangxi Universities,we can do this:1) Changes in training contents and methods. The content of teacher training in the new era should include interdisciplinary vision, innovation ability, information data processing, educational technology and so on, in addition to specialized teaching content.2) Strengthen the application of information technology in training. Build a special network training learning space, reasonably introduce information technology, and form an innovative development path for teacher training.3) Optimize the training evaluation system. Apply information technology to dynamically monitor teacher training, assist scientific decision-making, and carry out accurate training. Through training big data, establish an evaluation system for teacher training based on information technology, and promote training management with scientific evaluation.4) When preparing financial budgets, include training expenditures as one of the priority items.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion,if we want to improve incentive mechanism of human resource management in Guangxi Universities,we can do this:1) Establish reasonable reward and punishment system. Emphasize the combined use of positive and negative incentives. For the work task completion degree is good or work in the performance of high-quality employees, should be given a certain reward, increase the management of the work of the sense of achievement. At the same time, employees who have a low degree of completion of work or who are lazy in their administrative work should be punished. 2) Self-motivation is the process by which teachers are able to fully and correctly understand themselves and encourage themselves to work hard to achieve higher levels of teaching and teacher ethics. 3) Focusing on guiding the self-motivation of teachers can help them grow in the process of teaching and learning together, thus enabling them to fully realize the value of their own profession and stimulating their own professional development. 4) The use of positive and negative incentives should be combined. The value of teachers' self-motivation can help them grow in the process of teaching and learning, thus making them fully realize the value of their own profession and stimulate the motivation of their own professional development and the realization of their own value. 4) Teachers, as intellectuals, also attach great importance to spiritual motivation, such as honor, achievement, and humanistic care.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion,if we want to improve performance appraisal of human resource management in Guangxi Universities,we can do this:1) Reasonably formulate performance appraisal objectives. Schools clarify the direction of performance management by establishing the positioning and strategy of the overall development, and communicate the objectives to teachers layer by layer, so that teachers clearly understand their own positioning in the organization and the role they should play.2) Optimize the indicators of performance appraisal. The content and details of the assessment indicators should comprehensively cover the nature of teaching work of different professional teacher groups in order to achieve a scientific and reasonable assessment result. An all-round evaluation teaching system is established through the evaluation by experts evaluating teaching, teachers evaluating each other, students evaluating teaching, and units evaluating teaching.3)

Establishing a feedback mechanism for the assessment results. The administrator gives each teacher a performance appraisal report, including the scores and grades of each level of appraisal index and the direction of suggested improvement. Teachers can understand their overall scores and grades, but also be able to accurately understand their shortcomings in specific assessment indicator points, so as to make targeted improvements and enhancements.

Interviewee 10

1..What is your opinion about the strategies outline of the strategic planning of human resource management in Guangxi universities ?

In my opinion,if we want to improve strategic planning of human resource management in Guangxi Universities,we can do this:1) Take the national education goal as the guidance and make strategic planning. The human resource management department should systematically analyze the strategic objectives, management requirements and working principles of the future education development of the country, and scientifically formulate the strategic planning of human resources on this basis.2) In the process of human resource planning and management, the university should carry out effective supervision and management, which is the basis and key to guarantee the implementation effect of the strategic planning of human resources.3) Strengthen the strategic planning of human resources to improve and amend, and constantly improve the implementation effect.4) Enhance the strategic planning of human resources to improve and amend, and constantly improve the implementation effect. (4) When formulating strategic planning, combine with new education management methods to optimize the allocation of resources and improve the efficiency of human resources utilization.

2. What is your opinion about the strategies outline of the recruitment and staffing of human resource management in Guangxi universities ?

In my opinion, if we want to improve recruitment and staffing of human resource management in Guangxi Universities, we can do this:1) Open and transparent, fair competition is the construction of a fair talent selection The foundation of the selection process. Recruitment information, selection criteria, process and results should be open and transparent to all participants. Establish a fair and standardized recruitment and hiring process to ensure equal opportunities for everyone.2) Selection standards and requirements should be clear and standardized, and recruitment experts should have high professionalism and be able

to select talents objectively and fairly.3) Fair competition is the key to talent recruitment, and candidates should be treated equally and not discriminate.4) Universities can establish a flexible and diverse appointment system.

3.What is your opinion about the strategies outline of the training of human resource management in Guangxi universities ?

In my opinion,if we want to improve training of human resource management in Guangxi Universities,we can do this:1) Optimize the training methods,applying the new era of information technology teaching,new media interactive methods,new information technology teaching, distance education training and other methods to improve the application of information technology.2) Enrich the training content and emphasize the training of teachers' professional ethics and personal qualities. Teachers are guided to strengthen the cultivation of teachers' morality and the noble ideal belief of teaching and educating people. 3) Improve the training evaluation system. In the training work, focus on optimizing and improving the evaluation mechanism and methods, effectively play the guiding efficacy of training evaluation, and actively release the supervisory role of evaluation feedback to improve teachers' work.4) If it is found that the training budget funds cannot meet the demand, it can communicate with the relevant departments, put forward reasonable reasons, and appropriately increase the training budget.

4.What is your opinion about the strategies outline of the incentive mechanism of human resource management in Guangxi universities ?

In my opinion,if we want to improve incentive mechanism of human resource management in Guangxi Universities,we can do this:1) Strengthen self-motivation and promote teachers' self-development. Self-motivation is the form of motivation in which teachers themselves take on the subject and object of motivation, that is, they motivate themselves. Teachers' awareness, emotion and will determine teachers' self-motivation. Teachers have a clear consciousness of the subject, can ensure their own subject position through teaching, research, and other activities, because of a good self-motivation basis.2) Effective goal motivation should be measurable, clear, specific, relatively stable, and enforceable, but also has a certain degree of challenge, and have to pay a certain amount of effort in order to achieve it, and difficult goals are more motivating than easy goals.3) Strengthen the Spiritual and emotional incentives. Ideal beliefs, organizational identity, organizational climate, honorary role models, love of work and other spiritual and emotional incentives, can promote individual efforts to motivate themselves to better complete the work task.

5.What is your opinion about the strategies outline of the performance appraisal of human resource management in Guangxi universities ?

In my opinion, if we want to improve performance appraisal of human resource management in Guangxi Universities, we can do this:1) set up a special performance appraisal management team, specialization, Institutionalized, systematic management of university performance appraisal work, fully responsible for university performance appraisal target setting, assessment and evaluation standards, performance communication, performance appraisal adjustments and other work.2) Set up a scientific performance appraisal system, take a combination of qualitative and quantitative way, innovative assessment system. Reasonable application of the results of performance appraisal, in the salary adjustment, position promotion, job deployment. Through effective communication and feedback, the appraisee can formulate and improve his/her own improvement measures according to the appraisal results.3) The university can choose suitable performance appraisal tools according to the performance appraisal objectives and scope.The scientific and effective use of performance appraisal tools is conducive to the assessment and improvement of the organization's and the employee's work performance. 4)Enhancing the application of performance appraisal results requires a series of effective measures to ensure that the accuracy of the appraisal and the validity of the results are fully utilized.

3. Assessment checklist

Assessment checklist of strategies of improving human resource management in Guangxi universities

Thank you very much for taking time out of your busy schedule to participate in the evaluation of this study. Please evaluate the suitability and feasibility of the strategies for improving human resource management in Guangxi universities The numbers 5, 4, 3, 2 and 1 correspond to highest, high, average, low and lowest.

Assessment checklist	Suitability					Feasibility				
	5	4	3	2	1	5	4	3	2	1
1. Enhancing strategic planning										
1.1 Enhancing awareness of strategic planning for human resources management										
1.2 Enhancing the construction of the university's development goals and vision for the future										
1.3 Enhancing the alignment of strategic planning with national education goals										
1.4 Improving the university's strategic planning steps and processes										
1.5 Supporting the application and innovation of new educational management methods										
1.6 Solving the impact of the external environment , revising and adjusting the strategic plan in a timely manner										
2. Improving recruitment and staffing										
2.1 Enhancing the university's capacity for autonomous personnel management										
2.2 Improving job requirements analysis										
2.3 Improving specific requirements for recruitment and staffing										
2.4 Improving the dynamic										

Assessment checklist	Suitability					Feasibility				
	5	4	3	2	1	5	4	3	2	1
allocation of human resources										
2.5 Supporting the screening and selection of talent										
2.6 Solving talent competitiveness through open and fair recruitment and admission procedures										
3. Improving training										
3.1 Enhancing the analysis of teachers' training needs										
3.2 Enhancing the management of training objectives										
3.3 Improving training content										
3.4 Improving teacher training methods										
3.5 Improving the evaluation of the effectiveness of training										
3.6 Supporting cooperation with enterprises and sharing training resources										
3.7 Solving the pressure of training funds through financial budget support										
4. Enhancing incentive mechanism										
4.1 Enhancing the incentive mechanism that combines material incentives with spiritual incentives										
4.2 Enhancing self-motivation and promoting teachers' self-development										

Assessment checklist	Suitability					Feasibility				
	5	4	3	2	1	5	4	3	2	1
4.3 Enhancing the awarding of honorary certificates to motivate										
4.4 Enhancing role model incentives										
4.5 Improving goal incentives										
4.6 Supporting incentive promotion system, clear promotion paths										
4.7 Solving negative working atmosphere through reward and punishment incentive system										
5. Improving performance appraisal										
5.1 Enhancing the management of performance appraisal objectives										
5.2 Enhancing the application of performance appraisal results										
5.3 Improving the content and standard of performance appraisal										
5.4 Improving the standardization of performance appraisal process										
5.5 Improving the feedback mechanism of performance appraisal										
5.6 Supporting the adoption of scientific performance appraisal tools										
5.7 Solving the fairness of performance appraisal through a professional performance appraisal team										

Appendix D
The Results of the Quality Analysis of Research Instruments

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	valid ity
		Exp ert1	Expe rt2	Expe rt3	Expe rt4	Expe rt 5		
Strategic Planning								
1	Administrators analyzed internal organizational factors to s 'understand the University current strengths and .weaknesses	1	1	0	1	1	0.80	valid
2	Administrators analyzed external factors to understand the external environment that may s ability 'affect the organization .to achieve its goals	1	1	1	1	1	1.00	valid
3	Administrators analyzed and assessed future human resource .needs	1	1	1	1	1	1.00	valid
4	Administrators developed a course of action to achieve the .s goals and mission'organization	1	1	1	0	1	0.80	valid
5	Administrators constructed clear .development goals strategic	1	1	1	1	1	1.00	valid
6	Administrators articulate a vision .for the future of the University	1	1	1	1	1	1.00	valid
7	Administrators develop plans that guide key human resource ,activities such as recruitment and performance ,training	0	1	1	1	1	0.80	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	valid ity
		Exp ert1	Expe rt2	Expe rt3	Expe rt4	Expe rt 5		
	.appraisal							
8	Administrators communicate fully with faculty and staff and actively listen to comments and suggestions to ensure the .science of strategic planning	1	1	1	1	1	1.00	valid
9	Administrators recognizes that implementing HR monitoring and feedback is a keytoensuring the .success of strategic planning	1	1	1	1	0	0.80	valid
10	Administrators regularly revise and update their HRM strategic plans to accommodate organizational changes.	1	1	1	0	1	0.80	valid
11	Administrators develop strategic plans that take into account the nation's overall educational goals.	1	1	1	1	1	1.00	valid
12	Administrators demonstrate effectiveness in implementing strategic human resource management planning.	1	1	1	1	1	1.00	valid
Recruitment and staffing								
1	Administrators have developed a scientific and reasonable talent .demand planning	1	0	1	1	1	1.00	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	valid ity
		Exp ert1	Expe rt2	Expe rt3	Expe rt4	Expe rt 5		
2	Administrators have established an open and transparent .recruitment process	1	1	1	0	1	0.80	valid
3	Administrators prepare detailed job descriptions based on .departmental or team needs	1	1	0	1	1	0.80	valid
4	Administrators have carefully screened and examined job .applicants	1	1	1	1	1	1.00	valid
5	Administrators does a very good selecting competent job of .individuals to fulfill hiring needs	1	1	1	0	1	0.80	valid
6	hiring process is 'Administrators efficient and follows the labor .contract signing process	1	1	1	1	1	1.00	valid
7	Administrators does an excellent to job of assigning employees appropriate positions based on .job requirements	1	1	1	1	1	1.00	valid
8	Administrators reassigns personnel by implementing a .job rotation system	1	0	1	1	1	0.80	valid
9	recruiting and 'Administrators staffing is effective and promotes maximum talent .efficiency	1	1	1	1	1	1.00	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert1	Expert2	Expert3	Expert4	Expert 5		
10	recruitment and 'Administrators staffing strategies can achieve .term organizational goals-long	1	1	1	1	1	1.00	valid
Training								
1	Administrators has established an effective training .management system	1	1	1	1	1	1.00	valid
2	Administrators fully analyze and understand the training needs of .employees	1	1	1	1	1	1.00	valid
3	Administrators have formulated plans ,clear training objectives .and contents	1	1	0	1	1	0.80	valid
4	Administrators have prepared a training budget and reasonable managed it in a standardized .way	1	1	1	1	1	1.00	valid
5	Administrators emphasize the design and development of .training courses	1	1	1	1	1	1.00	valid
6	Administrators conduct categorized training to meet the .positions needs of different	0	1	1	1	1	0.80	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	valid ity
		Expert1	Expert2	Expert3	Expert4	Expert 5		
7	Administrators emphasize the ability ,training of knowledge .and professional ethics	1	0	1	1	1	0.80	valid
8	Administrators evaluate the effectiveness of training and .improve training programs	1	1	1	1	1	1.00	valid
9	Administrators emphasize the popularization and promotion of .new knowledge and skills	1	1	1	1	1	1.00	valid
10	Administrators conduct training to acclimatize employees to their new positions.	1	1	1	1	1	1.00	valid
11	Administrators conduct training to allow employees to advance and growth.	1	1	1	0	1	0.80	valid
Incentive mechanism								
1	Administrators motivate employees through effective .incentives	1	1	1	1	1	1.00	valid
2	Administrators often use a combination of material and .moral incentives	1	1	1	0	1	0.80	valid
3	Administrators increase their motivation through participation .in management	1	1	1	1	1	1.00	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	valid ity
		Exp ert1	Expe rt2	Expe rt3	Expe rt4	Expe rt 5		
4	Administrators set good employees as role models and encourage employees to learn .from them	1	1	1	1	1	1.00	valid
5	certificates Administrators award of merit to recognize and .motivate outstanding talent	1	1	1	0	1	0.80	valid
6	Administrators set challenging .goals to motivate employees	1	1	1	1	1	1.00	valid
7	Administrators use negative incentives to discipline .employees for bad behavior	1	1	1	1	1	1.00	valid
8	Administrators increase employee recognition through .emotional motivation	1	1	1	1	0	0.80	valid
9	Administrators build a favorable working atmosphere through .environmental motivation	1	1	1	0	1	0.80	valid
10	implement a Administrators motivational promotion system career 'to encourage employees .development	1	1	1	1	1	1.00	valid
11	Administrators have developed a .term incentive program-long	1	0	1	1	1	0.80	valid
Performance appraisal								

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert1	Expert2	Expert3	Expert4	Expert 5		
1	Administrators develop a appraisal program performance that ensures the achievement of employee and organizational goals.	1	1	1	1	1	1.00	valid
2	The Administrators have chosen a performance appraisal method that is easy to use and allows for objective and accurate results.	1	1	1	1	1	1.00	valid
3	Administrators developed performance appraisal indicators and weights are clear and fair.	1	0	1	1	1	0.80	valid
4	Administrators collect and record performance appraisal data that truly reflects employee performance.	1	1	1	1	1	1.00	valid
5	Administrators improve and optimize performance management methods through the analysis of performance appraisal results.	1	1	1	1	1	1.00	valid
6	Administrators provide feedback on performance appraisal results to employees to help them understand their weaknesses	1	1	0	1	1	0.80	valid

Strategies for Improving Human Resource Management in Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert1	Expert2	Expert3	Expert4	Expert 5		
	and strengths and improve their work.							
7	Administrators provide a grievance mechanism to correct appraisal performance deviations and ensure fairness and effectiveness.	1	1	1	1	1	1.00	valid
8	Administrators use the results of performance appraisals as a criterion for employee compensation, rewards, promotions, and demotions.	1	0	1	1	1	0.80	valid
9	Administrators communicate with employees to ensure the smooth implementation of performance appraisals.	1	1	1	1	1	1.00	valid
10	Administrators create university performance appraisal systems to improve overall organizational performance.	1	1	1	0	1	0.80	valid

Appendix E

Certificate of English

BS RU

BANSOMDEJCHAOPRAYA
RAJABHAT UNIVERSITY

This is to certify that

Mr. Huang Chunqing

Achieved BSRU English Proficiency Test (BSRU-TEP) level

C1

Given on 25th January 2021

(Assistant Professor Dr Kulsirin Aphiratvoradej)

Director

Appendix F

The Document for Acceptance Research

มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย
วิทยาเขตนครศรีธรรมราช
๓/๓ ม.๕ ต.มะม่วงสองต้น อ.เมือง จ.นครศรีธรรมราช ๘๐๐๐๐
โทร. ๐๗๕-๓๔๒๘๗๘ โทรสาร ๐๗๕-๓๔๕๘๖๒

อว.๘๐๒๗ / ๑๐๘

๘ พฤษภาคม ๒๕๖๗

เรื่อง   รับรองการลงบทความวิจัยเพื่อตีพิมพ์ในวารสารมหาจุฬานาครทรรศน์

เรียน   นายหวง ชุนชิง

      ตามที่ **นายหวง ชุนชิงและผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ และผู้ช่วยศาสตราจารย์ ดร.พัชรา เดชโฮม** ได้ส่งบทความวิจัยเรื่อง **"กลยุทธ์ในการ ปรับปรุงการจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยกวางสี"** เพื่อพิจารณาตีพิมพ์ในวารสารมหาจุฬานาครทรรศน์ มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ซึ่งได้รับการคัดเลือกเข้าสู่ฐานข้อมูล ของศูนย์ ดัชนีการอ้างอิงวารสารไทย (ศูนย์ TCI) ได้ถูกจัดกลุ่มคุณภาพวารสารประจำปี พ.ศ.๒๕๖๒ ให้เป็น วารสารที่มีคุณภาพ กลุ่มที่ ๒ (TCI ฐาน ๒) และอยู่ในฐานข้อมูล TCI จนถึง ๓๑ ธันวาคม ๒๕๖๗ โดยจะดำเนินการจัดพิมพ์ในฉบับต่อไปตาม ระยะเวลาที่ได้กำหนดไว้ และวารสารมหาจุฬานาครทรรศน์ ได้รับบทความวิจัยของท่านเป็นที่เรียบร้อยแล้วนั้น

      ในการนี้ วารสารมหาจุฬานาครทรรศน์ มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ขอรับรองว่าบทความของท่านได้ผ่านตอบรับเพื่อพิจารณาบทความตีพิมพ์ เผยแพร่ในปีที่ ๑๑ ฉบับที่ ๗ (กรกฎาคม ๒๕๖๗) นี้ ซึ่งภายหลังจากนี้บทความจะผ่านการตรวจสอบ ความถูกต้องทางวิชาการ โดยกองบรรณาธิการวารสารฯ และผู้ทรงคุณวุฒิต่อไป

      จึงเรียนมาเพื่อโปรดทราบและดำเนินการต่อไป

เรียนมาด้วยความเคารพ

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